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# FY2007 Annual Report

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CONCORD, NH



# CONCORD

New Hampshire

From The Steeples of  
Concord Poster  
by Andre' Hurtgen

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Main Street Concord,  
Inc.





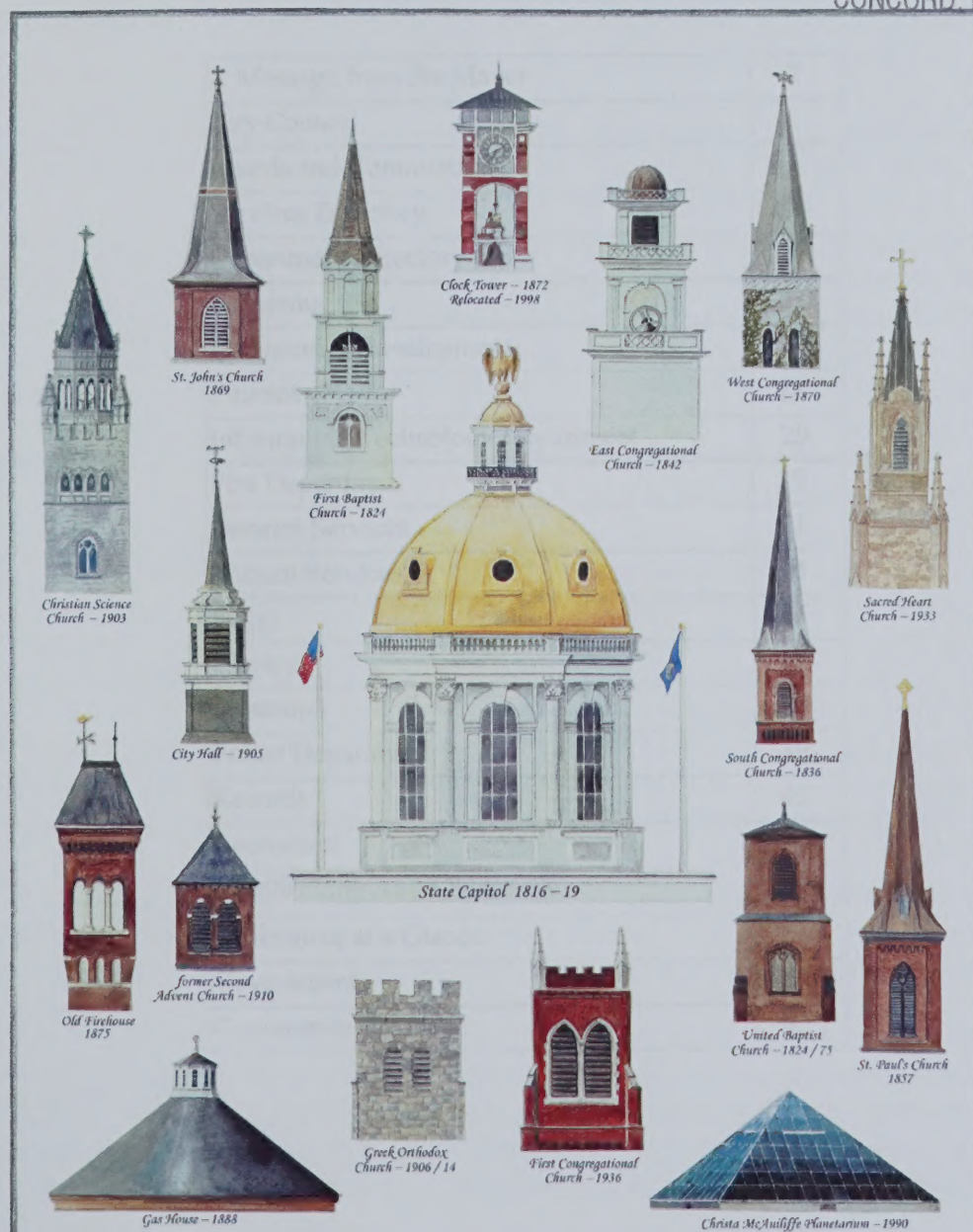
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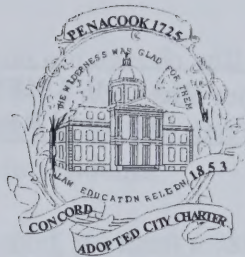
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**MAYOR'S MESSAGE**  
**Inaugural Remarks**

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Past Two Years:

1. We got the Sears Block torn down and found good partners to work with on redevelopment of the site, and we appropriated the funds required to build a new parking garage there.
2. We acquired the Penacook Mill and set the groundwork for eventually rehabilitating it and the surrounding area.
3. We made a decision to appeal the lower court ruling on the Richmond Co. development of the South End rail yards. And we prevailed, keeping an unwanted and unnecessary big box retail development out of the South End.
4. We made a strong commitment to open space preservation by changing a long standing policy on allocation of the Land Use Change Tax.
5. We restored Engine Company No. 1 to our Fire Department.
6. We initiated a major neighborhood improvement program in the oldest neighborhood of our city, the Rumford School Area.
7. We made a major investment in economic development infrastructure by funding and getting under construction the extension of Regional Drive.
8. We dealt well with two major unexpected crisis's which were thrown at us. First, we found a way to absorb the state passing off \$650,000 of additional retirement system costs to the City without passing it on to our taxpayers. Second, we took the bold step of eminent domain and kept the Rolfe Barn here as an historic resource rather than letting it be shipped off to Sun Valley.
9. Lastly, we kept up the high level of municipal services which Concord residents and businesses are used to – while limiting increases in the municipal tax rate to less than 2.5% per year.

This is a record we can all be proud of. We did not do it by ourselves, of course. We have an excellent city staff led by a fine management team and hundreds of city employees who work hard every day at their jobs. I thank the city manager; his department heads, and all city workers for the hard work done each day to make sure that Concord is a great community to live, work and play in.

Next Two Years:

So what will the next two years bring. Let me share with you what I think some of our priorities should be and what the major challenge will be.



1. Solid Waste/Recycling – First on our agenda will be to complete unfinished business from last year by developing a solid waste and recycling program, which the community will support. I hope that we can find a way, as part of that program, to offer weekly curbside recycling to our residents.
2. Open Space Preservation – Second, we must make a significant commitment to preserve important open spaces by providing the Conservation Commission with an immediately available funding source, which they can rely on when major targets of opportunity arise. We are one of the few communities in the region openly welcoming new housing, and this places our valuable natural resources under tremendous pressure from development. Concord has one of the largest land areas in the State. We have enough land to both accommodate new housing demand and to preserve large tracts of contiguous open spaces for the future. But we must make sure the housing demand for land in the next several years does not gobble up the land, which should be permanently preserved.
3. Downtown – Third, we must continue to work closely with and support the Main Street Program as it develops its vision for Downtown Concord. Once the Main Street Group develops its objectives for downtown infrastructure and building renovations, we must be prepared to support those objectives with a significant capital commitment. Our downtown is the heart of our city and, as many have said, the Main Street of our state. It is a significant part of our tax base, and we must invest more in the downtown than simply building a parking garage there.
4. The Opportunity Corridor – Fourth, we must continue to work towards the redevelopment of the Opportunity Corridor. This is a goal that will require both patience and persistence. We must closely follow the Opportunity Corridor Master Plan which is about to get underway and assure that what comes out of that is a realistic and achievable vision.
5. Redevelopment Authority Task Force – The key to redeveloping the Opportunity Corridor will be the establishment and capitalization of a Redevelopment Authority as recommended by the joint City and Chamber of Commerce Task Force.
6. Ethics Ordinance – A major piece of unfinished business from the last two years is the adoption of an Ethics Ordinance. I will ask council to appoint an Ethics Committee to be charged with reporting out a recommended ethics ordinance during the term of this council.
7. Communications – One of the things we in Concord City Government must work on improving is our communications with our people when specific projects or specific problems which touch neighborhoods arise or when major policy proposals are formulated. Towards that end, I will also be recommending that a Communications Committee be established.
8. Continue to Plug Along – Finally, in the next two years we must not lose sight of the projects we have already started. The completion of Regional Drive and Langley Parkway; developing the plan for the Penacook Mill; moving forward with the Sears



Block Redevelopment; developing the plans for the Loudon Road and Fisherville Road/North State Street Corridors; and finishing up our Master Plan must all remain high priorities.

### The Challenge:

The major challenge we will face in the coming year will be to deal with something largely out of our control. There are going to be tremendous pressures placed on residential property taxes due to the confluence of three things out of control:

- 1) The shift in tax base from commercial properties to residential properties caused by the growth in value of our residential properties far out pacing the growth in value of our commercial properties will continue. This is not necessarily a new phenomenon, but the new assessment laws which arose from the creation of the statewide property tax make it an annual event, rather than a decennial event – and the rapid escalation of housing values makes the overall impact much larger on homeowners than in the past. Essentially, we are being forced by the State to revalue every year, rather than every ten years or so. In these economic times, that is good for businesses but bad for homeowners.
- 2) Significant reductions in the state school aid coming back to Concord as a result of the legislative changes last year to the State Education Property Tax will greatly affect our taxpayers;
- 3) An increased County Tax Assessment, arising mostly from burden shifting at the State level of government will also hit us.

The dilemma we face is that we cannot bring city government to a halt because of irresponsible leadership at the state level, which shifts society's duties to local and county government while claiming to be reducing everybody's taxes. We are not alone in this dilemma. The ultimate solution is public awareness and the ballot box. We must make our residents understand what is happening, and, politically, we must join forces with other communities to try and bring an end to irresponsibility.

Notwithstanding this, we must face reality. Our budgets must remain lean. This will be our major challenge during the coming year. We are going to have to be creative; we are going to have to be disciplined; we are going to have to be prudent; and we are going to have to communicate with our people about what is happening in the larger picture.

With these thoughts, I wish everyone here the very best as all of us work together to serve the residents of our city during the next two years.

Michael L. Donovan  
Mayor



**City of Concord, New Hampshire Mayor and City Council Effective January 2006**

**MAYOR**

Michael Donovan

**COUNCILORS AT LARGE**

Leonard A. Brochu

Mark Coen

Dr. Douglas M. Black

Daniel St. Hilaire

**WARD COUNCILORS**

**Ward One**

Elizabeth Blanchard

**Ward Two**

William Stetson

**Ward Three**

Jan McClure

**Ward Four**

Dick Lemieux

**Ward Five**

Marjory Swope

**Ward Six**

J. Allen Bennett

**Ward Seven**

Keith Nyhan

**Ward Eight**

F. James Rowe, Jr.

**Ward Nine**

Katherine D. Rogers

**Ward Ten**

James Bouley

This City Council list was in effect for fiscal year 2007. For a current list of City Council, please contact the City Clerk's Office at 225-8500.

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## CITY COUNCIL

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The legislative authority of the City of Concord is vested exclusively in the fifteen-member City Council, which is elected in odd-numbered years, consisting of one Mayor elected for two years; four Councilors at-large elected for four years; and ten ward Councilors elected every two years. Regular meetings of the City Council are held on the second Monday of each month. The Council held twelve regular meetings, two recessed and four special meetings and passed 35 ordinances, 137 resolutions and adopted a \$45.2 million, twelve-month budget covering the fiscal year 7/1/2006 to 6/30/2007.

### **Fiscal Year 2007 Goals:**

- Zoning Changes
- City Hall Campus Study
- Neighborhood Traffic Studies
- Establish Redevelopment Authority
- Fisherville Road/North State Street
- Open Space Plan Implementation
- Land Use Change Tax Review
- Manchester Street Special District Review

### **Additional High Priority Ongoing Projects**

- I-93 Corridor Study
- Penacook Mill Redevelopment
- Sewalls Falls Bridge
- Enterprise Resource Planning (ERP)
- Opportunity Corridor Plan Implementation



## **City of Concord Boards and Commisions**

\*To view members, staff contact and the authority of boards and commission please visit our website at [onconcord.com](http://onconcord.com)

*20/20 Board of Directors*  
*Airport Advisory Committee*  
*Board of Assessors*  
*Board of Health*  
*Board of Revision of Assessment*  
*Building Board of Appeals*  
*CCTV Board*  
*City Forest Advisory Committee*  
*Communications Committee*  
*Community Development Advisory Committee*  
*Concord Housing Authority*  
*Conservation Commission*  
*Contoocook River Local Advisory Committee*  
*Council Advisory Committee on Wage & Compensation*  
*Council Traffic Calming Committee*  
*Demolition Review Committee*  
*Design Review Committee*  
*Downtown Solid Waste Removal District Commission*  
*Economic Development Advisory Council*  
*Episcopal Diocese Committee*  
*Ethics Ordinance Committee*  
*Everett Arena Advisory Committee*  
*Facilities Naming Committee*  
*False Alarm Appeals Board*  
*Fiscal Policy Advisory Committee*  
*Fisherville Road Corridor Committee*  
*Golf Course Advisory Committee*  
*Groundwork Concord*  
*Heights Community Center Committee*  
*Heritage Commission*  
*Highway Safety Committee*  
*I-93 Task Force*  
*Impact Fee Review Committee*  
*Information Technology Advisory Committee*  
*Joint City/School Committee on Cooperation*  
*Library Board of Trustees*  
*Licensing Board*  
*Loudon Road Corridor Committee*  
*Mayor's Development Process Review Task Force*  
*Mitigation Planning Task Force*  
*Opportunity Corridor Tax Increment District Advisory Committee*  
*Parking Committee*  
*Personnel Appeals Board*

*Planning Board*  
*Poles and Wires Committee*  
*Public Safety Advisory Board*  
*Public Transportation Advisory Committee*  
*Recreation and Parks Advisory Committee*  
*Regional Planning Commission*  
*Regional Planning Regional Resource Conservation Sub Committee*  
*Rules Committee*  
*Sewalls Falls Bridge Design Ad Hoc Committee*  
*Social Services Funding Policy Committee*  
*Solid Waste Advisory Committee*  
*State-Capitol Region Planning Commission*  
*Task Force to Review Est. of Redevelopment Auth.*  
*Tax Exemption Policy Committee*  
*Taxicab Licensing Board*  
*Technical Review Committee*  
*Traffic Operations Committee*  
*Trustees of Trust Funds*  
*Upper Merrimack River Local Advisory Committee*  
*Utilities Policy/Appeals Board*  
*Water System Planning Committee*  
*Zoning Board of Adjustment*





# City of Concord, New Hampshire

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Ambulance Billing Questions		Concord Hospital	228-7117
Animal Problems/Complaints-Domestic	Police Department		225-8600
Animals – on ice/endangered	Fire Department		225-8669
Assessing Information	Assessing Department		225-8550
Auto Registration	Collections Department		225-8540
Beaver Meadow Golf Course	Golf Course	Pro Shop Superintendent	228-8954 225-7033
Birth Certificates	City Clerk's Office		225-8500
Block Parties	City Clerk's Office		225-8500
Building Permits	Code Administration		225-8580
Burning Brush/Fire Permits	Fire Department	South End Station Manor Station Central Station Heights Station	225-8664 228-2702 225-8659 225-8654
Bus System/CAT (Concord Area Transit)		Concord Area Transit	225-1989
Business Development			225-8595
Business Licenses	Code Administration		225-8580

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Cemetery Information	General Services Department – Blossom Hill Cemetery		225-3911
Channel 17 (Municipal Access Channel)		CCTV – Concord Community Television	226-8872
Children's Library Services	Concord Public Library		230-3690
City Auditorium Rental Information	General Services Department		230-3851
City Clerk	City Clerk's Office		225-8500
City Controller	Finance Department		225-8560
City Council Meetings	City Clerk's Office		225-8500
City Engineer	Engineering Division		225-8520
City Manager	City Manager's Office		225-8570
City Solicitor	City Solicitor's Office		225-8505
City Treasurer	Collections Division		225-8540
Code Administration	Community Development		225-8580
Community Centers	Recreation Department		225-8690
Community Development	Community Development		225-8510
Community Gardens on Clinton Street		State Division of Forests and Lands	271-3456
Concession Stand Licensing	Code Administration		225-8580
Concord Public Library	Concord Public Library		225-8670



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Concord School District		Superintendent's Office	225-0811
Conservation Commission	Planning Division		225-8515
Construction Permits	Code Administration		225-8580
Court Payments and Fines		Concord District Court	271-6400
Crime Prevention	Police Department		225-8600
Current Land Use	Assessing Department		225-8550
Cutting Timber	Assessing Department		225-8550
Data Processing	IT Department		225-8597
Dead Animals in Public Right of Way	General Services Department		228-2737
Death Certificates	City Clerk's Office		225-8500
Demolition Permits	Code Administration		225-8580
Driveway Permits, New	Code Administration		225-8580
Driveway Permits, alterations to existing	Engineering Division		225-8520
Dog Licenses	City Clerk's Office		225-8500
East Concord Community Center	Recreation Department		225-8690
Elections Information	City Clerk's Office		225-8500
Employment with the City	Personnel Department		225-8535

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Everett Arena	General Services Department		228-2784
Excavation of Gravel/Sand	Assessing Department		225-8550
Finance Department			225-8560
Fire Department (emergency)			911
Fire Department (non-emergency)	Fire Department		225-8650
Fire Hydrant Problems	General Services – Water Division		228-2737
Fire Prevention	Fire Department		225-8651
Food Service Licensing and Inspection	Code Administration		225-8580
Friends of Concord Public Library	Concord Public Library		230-3682
Friends of Penacook Branch Library	Penacook Branch Library		753-4441
Garbage Collection	General Services Department		228-2737
General Licensing	Code Administration		225-8580
General Services Department	General Services Department		228-2737
Green Street Community Center	Recreation Department		225-8690



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Grounds Maintenance Park Maintenance	General Services Department		228-2737
Hazardous Substances	Fire Department		225-8514
Hazardous Materials Disposal	Fire Department		225-8514
Heights Community Center	Recreation Department		225-8690
Heritage Commission	Planning Division		225-8515
House Address Numbers	Engineering Division		225-8520
Housing Code	Code Administration		225-8580
Housing Inspection Program	Code Administration		225-8580
Human Services	Human Services Department		225-8575
Ice Arena	General Services Department		228-2784
Insurance Claims	Finance Department		225-8560
Job Openings	Personnel Department		225-8535
Juvenile Delinquency Prevention/Diversion	Police Department		225-8600
Landfill/ Transfer Station	General Services Department	Bestway Disposal	224-0890
Landlord/Tenant Problems	Code Administration		225-8580
Legal Department	City Solicitor's Office		225-8505
Library Administration	Concord Public Library		230-3682

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Library Information (Reference Desk)	Concord Public Library		225-8590
Life Safety Code Administration	Code Administration		225-8580
Marriage Licenses	City Clerk's Office		225-8500
Memorial Field – Scheduling	Recreation Department		225-8690
Memorial Field – Maintenance	General Services Department		228-2737
Merrimack Valley School District		Superintendent's Office	753-6561
Missing Juveniles	Police Department		225-8600
Motor Vehicle Registration	Collections Division		225-8540
Motor Vehicle Titles	Collections Division		225-8540
Motor Vehicle Violations	Police Department		225-8600
Noise Complaints (day)	Code Administration		225-8580
Noise Complaints (night)	Police Department		225-8600
Oil Recycling	General Services Department	Bestway Disposal	224-0890
Parking	Police Department		225-8600
Patching of City Streets and Sidewalks	General Services Department		228-2737
Peddlers and Vendors Licensing/Complaints	Code Administration		225-8580



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Penacook Branch Library	Penacook Library		753-4441
Personnel Department			225-8535
Planning Division	Community Development		225-8515
Playground Maintenance	General Services Department		228-2737
Police Department (emergency)			911
Police Department (non-emergency)	Police Department		225-8600
Potholes	General Services Department		228-2737
Property Assessment	Assessing Department		225-8550
Property Tax Exemptions	Assessing Department		225-8550
Public Health	Code Administration		225-8580
Public Properties	General Services Department		225-8691
Public Works (General Services)	General Services Department		228-2737
Purchasing Department	Purchasing Department		225-8530
Raffle Licensing	Code Administration		225-8580
Real Estate Tax Bill	Collections Division		225-8540
Recreation Department	Recreation Department		225-8690
Rental Housing Inspections	Code Administration		225-8580

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Restaurant Inspection and Licensing	Code Administration		225-8580
Road Conditions	General Services Department		228-2737
Rooming House Inspection and Licensing	Code Administration		225-8580
RV Waste Disposal	General Services Department – Wastewater Division		225-8691
Sand/Salt Operations	General Services Department		228-2737
School Board		Concord Merrimack Valley	225-0811 753-6561
Septage Waste Disposal	General Services Department		225-8691
Septic Systems	Code Administration		225-8580
Sewer Emergencies	General Services Department		228-2737
Sidewalks	General Services Department		228-2737
Signs/Sign Code	Code Administration		225-8580
Signs, Street of Traffic	General Services Department		228-2737
Site Development Permits	Planning Division		225-8515
Snow Removal	General Services Department		228-2737
Solid Waste Recycling	General Services Department		228-2737



## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Special Exceptions (Land Use)	Code Administration		225-8580
Steam Condensate Bills	General Services Department		225-8693
Stop Sign Request	Engineering Division		225-8520
Street Cleaning	General Services Department		228-2737
Street Excavation Permits	Engineering Division		225-8520
Street Fair Licensing	Code Administration		225-8580
Street Light Repair		Unitil	224-2311
Street Location	Police Department		225-8600
Street Maintenance	General Services Department		228-2737
Street Sweeping	General Services Department		228-2737
Street Trees	Planning Division	Groundwork Concord	225-8515 224-3710
Subdivision Regulations/Applications	Planning Division		225-8515
Swimming Pools/ Public Pools	Recreation Department		225-8690
Swimming Pool Inspections/Permits	Code Administration		225-8580
Tax Bills	Tax Collection Office		225-8540
Tax Maps	Assessing Department		225-8550
Tax Collection Office	Collections Division		225-8540

## SERVICES DIRECTORY

<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Taxicab Inspection and Licensing	Code Administration		225-8580
Tennis Courts/ Lessons	Recreation Department		225-8690
Tennis Courts/Maintenance	General Services Department		228-2737
Tire Recycling	Concord Transfer Station - Landfill	Bestway Disposal	224-0890
Titles, Vehicles	Tax Collection Office		225-8540
Traffic Lights	Fire Department		225-8669
Traffic Signs	General Services Department		228-2737
Trash Collection	General Services Department		228-2737
Tree Branches/Spraying	General Services Department		228-2737
Tree Planting Program		Groundwork Concord	224-3710
Underground Storage Tanks	Fire Department and Engineering Division		225-8651 225-8520
Uniform Commercial Code (UCC) Filings	City Clerk's Office		225-8500
Variances	Code Administration		225-8580
Vendors - Mobile Food License & Inspection	Code Administration		225-8580
Wastewater Treatment Plant (Hall Street)	General Services Department		225-8691



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## SERVICES DIRECTORY

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<b>If you have a question about...</b>	<b>City Office and/or Department to Call</b>	<b>Name of non-city business to contact</b>	<b>Phone Number</b>
Water/Sewer Bills	General Services Department		225-8693
Water Treatment Plant	General Services Department		225-8696
Welfare Department	Human Services Department		225-8575
West Street Ward House	Recreation Department		225-8690
Wild Animals (Suspected Rabies)		NH Fish and Game Department	271-3361
Wild Animals (Nuisance)		NH Dept of Agriculture – Wildlife Services	223-6832
Yard Sale Permits	Code Administration		225-8580
Zoning	Code Administration		225-8580

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**City of Concord, New Hampshire City Departments**

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**ADMINISTRATION**

City Manager Thomas J. Aspell, Jr	225-8570
Assistant City Manager – Vacant	225-8570

**ASSESSING**

Dir of Real Estate Assessments Kathryn Temchack	225-8550
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**COMMUNITY DEVELOPMENT**

Director Roger Hawk	225-8510
Code Administrator C. Hamilton Rice	225-8580
City Engineer Ed Roberge	225-8520
City Planner Doug Woodward	225-8515

**FINANCE**

Director James R. Howard	225-8560
Purchasing Agent Douglas B. Ross	225-8530
Treasurer Michael Jache	225-8540

**FIRE**

Chief Christopher Pope	225-8650
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**GENERAL SERVICES, 311 N. State Street**

Director Chip Chesley	228-2737
Highways	Grounds
Sidewalks	Cemetery
Snow and Ice Control	Park Maintenance
Street Cleaning	Public Properties
Storm Sewer	Airport
Solid Waste	Municipal Complex
	Operation and Maintenance Facility
	Recreation Facilities
	Equipment Services
	Water Supply
	Wastewater Treatment

**HUMAN SERVICES, 247 Pleasant Street**

Director Jacqueline Whatmough	225-8575
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**LEGAL**

City Solicitor Paul Cavanaugh	225-8505
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**LIBRARY, 45 Green Street**

Director Pat Immen	225-8670
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**PERSONNEL**

Director Norm O'Neil	225-8535
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**POLICE, 35 Green Street**

Chief Jerome Madden	225-8600
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**RECORDS**

City Clerk Janice Bonenfant	225-8500
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**RECREATION**

Director Carolyn Tracy	225-8690
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## ASSESSING DEPARTMENT

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The Assessing Department is responsible for providing the citizens of Concord with an equitable and accountable real estate based assessment program; the fair administration of state statutes and programs governing property assessment; and a well run organization that is fiscally responsible and sensitive to the public's needs.

### Facts and Figures

Building permits measured/listed	625
Sales reviews conducted	700
Deed changes processed	1,500
New parcel reviews conducted	423
New construction reviews conducted	128
Appeals: BTLA & Superior Court	63
Equalization Ratio	97.1%
Tax Base	\$4,105,426,614

**Assessing Department figures are based upon the Tax Year, April 1, 2006 - March 31, 2007.**

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## COMMUNITY DEVELOPMENT DEPARTMENT

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The Community Development Department serves to establish a customer service oriented development assistance and review process that provides for necessary safety, environmental and community concerns in a well coordinated, timely, predictable and cost efficient and effective manner.

### Notable

### Administration

#### Long Range Planning

- With the long awaited satisfactory operation of the regional transportation model, the Planning Board has made tentative land use decisions and has authorized transportation analysis using the traffic model and based on those land use decisions. The land use decisions include the incorporation of the Opportunity Corridor Master Plan. An additional public hearing will be scheduled on the results of the transportation analysis in late spring 2006. Pending the outcome of the transportation hearing, a draft master plan will be assembled for public hearing(s) in the fall.
- The Interstate 93 project effort continues to be closely coordinated with the City's Master Planning process. With the completion of the regional transportation model, both the City's Master Plan and the NHDOT I-93 efforts are moving forward.
- In June 2005 the Planning Board held a public hearing on the draft Opportunity Corridor Master Plan. After further public input and discussions on the City Master Plan, the Planning Board has incorporated the Opportunity Corridor Master Plan into the land use element of the city-wide plan. On March 20, 2006, the Concord City

Council endorsed the Opportunity Corridor Master Plan. City representatives will forward the plan to the NHDOT for formal consideration in shaping the I-93 Bow-Concord project. City staff will utilize the implementation elements of the plan to begin shaping projects for consideration as part of upcoming capital improvement proposals.

- The Economic Development Master Plan was completed in 2005. The Economic Development Advisory Committee undertook a very thorough review of the plan and submitted their report with recommendations to the Planning Board for consideration and incorporation into the City Master Plan.

#### Development Process Improvement

- The City's software consultant completed work on the final major phase of work in February 2006. This phase has resulted in the Planning, Engineering and Code Divisions of Community Development all being able to enter information to better track and coordinate progress and final inspections on all development projects. The permit tracking software not only enables staff to share development process information more efficiently but it will be used to allow developers access to their project files and monitor its permitting and inspection status. A presentation will be made to the City Council once sufficient data is accumulated for review.

#### Interagency and Interdepartmental Coordination Efforts

- The Community Development Department, Recreation Department and Groundwork Concord worked closely together to oversee the completion of a conceptual design for a Heights Community Center.
- Community Development staff continues to work closely with Concord 2020, Groundwork Concord and Main Street Concord to ensure that policies and projects of mutual interest are acted upon. Examples of recent project activities include the Bicentennial Square Master Plan, the Heritage Trail, federal grant funding for Groundwork, potential Master Plan funding by Concord 2020, the Downtown Streetscape Enhancement Program, and the I-93 Gateway Corridor Visual Improvement Study as well as improvements proposed at Kimball Park.
- Working closely in cooperation with the General Services Department, Police and Fire, staff responded and evaluated the events surrounding the May 2006 Floods in Concord. Noting dozens of disaster locations, staff worked tirelessly to maintain safe facilities for the public and mitigate further damage to properties. Staff worked collectively on securing well over \$300,000 in FEMA and Federal Highway Disaster reimbursement dollars allocated based on damage sustained.

#### Transportation Improvements

- The Route 3/Fisherville Road Corridor Study was completed in 2006 by Fay, Spofford & Thorndike (FST). The study included the project consultant completing corridor evaluations, traffic data collection, conditions assessments and recommendations. The City Council established a corridor advisory committee which met six times during the process. The study was presented at two public forums in late 2006. FST's study report outlines a comprehensive capital improvement program based on priority needs within the corridor. City Council reviewed and accepted the corridor study report in early 2007 and appropriated funds for the design of the first phase of the project.
- Following the completion of permitting and the execution of the Memorandum of Agreement regarding the disposition of historic resources, construction on the Langley



Parkway project between Clinton Street and Pleasant Street began in August 2006. Over the fall and winter, over 80,000 cubic yards of embankment material was placed for settlement of the winter. The contractor mobilized during the first week of April 2007 and continued construction of the roadway, utilities and the concrete retaining walls along the parkway and started the improvement to Clinton Street.

- The Engineering Division oversaw the completion of the final phase of the Regional Drive extension project in late 2006. The corridor now connects Manchester Street to NH Route 106 (Sheep Davis Road). Engineering staff will continue to monitor the new traffic patterns in the region with the assistance of the Central NH Regional Planning Commission (CNHRPC).
- Community Development staff continues to work closely with the Traffic Calming Policy Committee, Impact Fee Review Committee, City Council Communications Committee and the Ad-hoc Sewalls Falls Bridge Replacement Committee in pursuit of their primary objectives.
- Community Development facilitated public discussion on the design of safety improvements of the Mountain Road-Shawmut Street intersection at Exit 16. Staff completed detailed survey of the intersection and presented design options to City Council including maintaining the current intersection configuration, signaling the intersection or constructing a roundabout. A public meeting to review all of the options is scheduled for late 2007.

#### Economic Development

- The Planning Board has approved the redevelopment of the former Blue Cross/Blue Shield property at 2 Pillsbury Street. The developer has received short-term “gap filler” financing through the city’s Revolving Loan Fund program and the project is currently under construction.

#### **Business Development Division**

The construction at Capital Commons and the 515 Car parking garage is complete. Capital Commons has 26,000 square feet leased to AG Edwards, Centrix Bank, McLane Law Offices, and Hinckley, Allen, Snyder Law Offices. Red River Theatres leased the basement and commenced construction of 3 theaters.

The demolition of undesirable portions of the Penacook Mills/Tannery and the cleanup of environmental contamination is complete and a development agreement with the Chinburg Builders is in place for redevelopment of the stone main building for 70 units of market rate housing and 5,000 square feet of commercial development. Permitting by the Planning Board is underway. Several variances have been granted by the Zoning Board of Adjustments.

Business Development staff visited 85 existing businesses and 27 new prospects.

Staff continued to work with Capital Regional Development Council to market the completed new subdivision of Phase III of the Airport Business Park on Henniker and Antrim Streets. FW Webb, Land and Sea, 3W Design office building and a new Industrial Spec building were approved for development. Regional Manufacturing Specialist acquired and moved to the former Page Belting building on Chenell Drive. NanoComp Technologies moved to Pembroke Road. Concord Cross acquired, renovated and leased up the former OD Hopkins building on Whitney Drive.

Staff assisted the redevelopment of the 120,000 square foot former BC/BS 2 Pillsbury Street office building. Tenants include The Eye Center, Plymouth State College Business School, Hebert and Uchida Law Offices, and the Public Defenders Offices. Fox Brook Holdings constructed the first medical office building for Concord Hospital at Foundry Place. Ten new private t-hangar units were completed on City leased land at the airport.

Thing Are Cooking, Dos Amigos, Butter's Fine Food and Wine, Lotion and Potions, and Kaleidoscope renovated and moved to downtown. S&W Sports acquired, renovated and moved to the former car dealership property on South Main Street. Gold's Gym acquired, renovated and moved to a vacant building on Hall Street. Centennial Inn was acquired and completely renovated. Hodges built a shopping center, TGI Fridays a new restaurant, and Lowe's a new home center.

NHTI renovated the Little Hall Dining facilities, Concord High School renovated the Tech Center, Franklin Pierce Law School renovated the Library and Bishop Brady High School built a 28,000 square foot addition.

110 single family homes, 10 condominium units, 13 mobile homes were built and CATCH commenced construction on 54 new multi-family units at Friedman Court.

The increase in the tax base grew by \$60,040,602.

### **Building and Code Division**

This division has undergone significant employee turnover since FY 07 due, primarily, to retirements. Senior supervisory positions of Code Administrator, Health & Licensing Officer, and Chief Building Inspector have all been filled with individuals that were not City employees in FY 07.

### **Engineering Division**

The Engineering Services Division completed a number of major projects and program initiatives throughout the year including major engineering and capital improvement projects and several traffic and transportation corridor improvement studies. Additionally, staff completed the comprehensive Stormwater Master Plan and introduced the Community Development Project Inspection Program.

#### Major Engineering Projects and Initiatives

- The Engineering Services Division initiated a number of major engineering projects and initiatives including the implementation of the GIS Master Plan, completion of the Stormwater Master Plan as well as developing the Community Development Project Inspection Fund.
- With respect to the GIS Master Plan, staff implemented the major aspects of the program including outline of the City's geographic information system initiatives and priority programs. The Engineering Division continues to update and expand our GIS records for water system, sewer system, drainage system, roadways, and other municipal infrastructure to provide the required information for the GASB 34 reporting. Automated reports on the City's infrastructure assets are now being



provided to the Finance Department including roadways, sewers, waterlines, sidewalks, and other elements as requested. Further work on the infrastructure management plan hinges on the direction set by the Enterprise Wide Resource plan (ERP) efforts.

- Staff presented the consultant's (Camp, Dresser & McKee) final Stormwater Master Plan documents including the compilation of a multi-year Capital Improvement Program for the City's future investment in stormwater infrastructure. A number of drainage system improvement projects were outlined in the report in an effort to prioritize and address the drainage issues citywide.
- The Engineering Division introduced the Community Development Project Inspection Fund. The self-supported enterprise fund utilizes City staff to provide private development inspection of project in lieu of expensive consultant services. The immediate benefits in terms of cost savings and timely response was recognized by the development community.

#### Community Development Department Permit Tracking Software

- The Engineering Services Division continues its efforts in developing performance baseline standards for the quality and responsiveness of construction inspection as well as the timeliness of plan review and implementation and completion of Capital Improvement Program (CIP) projects. The filling of key staffing vacancies in the Division has greatly improved our development review responsiveness and customer service delivery.

#### Traffic Initiatives

- In an effort to identify and evaluate the City's high frequency and high severity accident intersections and corridors, the Traffic Operation Committee (TOC) continues to review accident "Hot Spots" community-wide. The TOC, through the support of Concord Police Department, has developed a process to review accident "Hot Spots" based on the severity of each deficiency found. Crash rates will be determined at high accident locations to identify safety problems. The TOC will continue its focus on CIP projects specifically targeting critical traffic corridors including Loudon Road, Manchester Street, North State Street, Fisherville Road and Langley Parkway.
- Engineering Services continues to support the requests of neighborhood residents regarding traffic concerns through the Traffic Operations Committee (TOC). The TOC met monthly through 2007 and sponsored a number of neighborhood traffic forums including a meeting on the Liberty Street/Warren Street intersection as well as working with the residents on Washington Street, Franklin Street and Canterbury Road during the paving rehabilitation program.

#### Traffic Calming

- The City Council adopted its Traffic Management Policy in late 2005. Since its inception, several requests have been processed through the policy review committee including requests for stop signs, traffic calming and neighborhood posted speed reductions. The program is designed to address each neighborhood (as a whole) and includes considerations such as capacity improvements on arterial/collector streets and traffic calming on local streets, as appropriate. With the policy now in place, the City has been able to focus on the neighborhood requests and respond promptly to concerns.

### Major Traffic Corridor Studies

- The Engineering Services Division initiated and/or completed a number of major traffic corridor studies this past year including the Loudon Road corridor, North State Street corridor from Court Street to Bouton Street and the US Route 3 North Corridor Study including North State Street, Fisherville Road and Village Street from Penacook Street to the Boscawen Town Line.
- On Loudon Road, a field survey was completed providing a more detailed assessment of benefits and impacts to the recommended improvements. The study has not yet advanced and Engineering is expecting the City Council to address the priority of recommendations this coming year.
- On North State Street (Court Street to Bouton Street), the final design was reviewed at public neighborhood meetings and approved by City Council in late 2006. The approved corridor plan includes the realignment of the North State Street/Bouton Street intersection, the construction of a modern roundabout at Franklin Street and improvements in the alignment at Washington Street. The design engineer, VHB, expects final design to be completed in mid 2007 with construction in late 2007/2008.
- The Route 3/Fisherville Road Corridor Study was completed in 2006 by Fay, Spofford & Thorndike (FST). The study included corridor evaluations, traffic data collection, conditions assessments and recommendations for improvements from Penacook Street to the Boscawen Town Line. The City Council accepted the final report in early 2007 and approved the design of the first phase of the improvement program – Fisherville Road from Bog Road to Borough Road.

### Major Transportation Project

- The Engineering Services Division was active in a number of major transportation construction improvement projects in 2007 including the Manchester Street corridor (NH Route 3 South), the Langley Parkway/Clinton Street project and completion of the Regional Drive Extension project.
- The Manchester Street corridor design is complete including details of utility relocations. Acquisition of right-of-way including legal review and appraisals is expected in late 2007. City Council deferred construction during the 2007 budget review until 2009.
- Construction of Langley Parkway and the reconstruction of Clinton Street began in August 2006. Construction is expected to continue through 2007 to early 2008.
- While Regional Drive was completed in early 2006, Engineering staff continues to monitor the effective traffic patterns in the area given this new arterial highway.

### **Planning Division**

- The Master Plan Update continued under the direction of the Planning Board. The Board held a public hearing in an effort to finalize its proposed residential land use policies including the following: (1) the maximum density of residential development outside the Urban Growth Boundary shall be one unit per four acres; (2) subdivisions outside of the Urban Growth Boundary shall be accomplished only in a cluster subdivision format; (3) a Transfer of Development Rights (TDR) system shall be established for conveyance of residential development rights from outside to inside of the Urban Growth Boundary; (4) new Traditional Neighborhood Development design standards shall be promulgated for



utilizing the transferred rights within the Urban Growth Boundary; and (5) as an option in the TDR system, a development rights transfer fee shall be established for acquisition of development rights in lieu of direct purchase of said rights. Consultant presentations were made on a draft Transportation Section, as well a refined scenario for development of the southern Opportunity Corridor. An updated outline of the Master Plan was prepared and presented as well as a draft Land Use Section.

- In the area of land use regulatory changes, the Planning Board commented on a draft ordinance establishing a 4-acre density and providing for mandatory cluster development in the Open Space Residential (RO) District, which the Planning Division had prepared at the request of the City Administration on behalf of the City Council. A consultant began assisting the Division in developing a regulatory approach to the Transfer of Development Rights as well as design standards for Traditional Neighborhood Developments.
- The Planning Division has supported the City's defense of legal actions against the Planning Board by US Cellular in US District Court, and in cases brought in NH Superior Court by Berkshire Concord LLC, and Juniper Fells LLC. The City Planner was deposed in the first case, participated in a Superior Court hearing on the second, and has been reviewing and commenting on briefs for the third. The Planning Division has also provided assistance in the defense of the City's sign ordinance in the NH Superior and NH Supreme Courts, as well as in the US District Court. In the latter case, the Division enlisted the assistance of the American Planning Association's Amicus Curiae Committee which has provided valuable legal advice at no cost to the City.

### **Conservation Commission**

- The Conservation Commission completed its final revisions to the Conservation and Open Space Section and the draft of a map of future open space, and forwarded these to the Planning Board for inclusion in the draft Master Plan.
- The Commission received several donations of open space and conservation easements from cluster developments including 51 acres on Sanborn Road, 19 acres on Snow Pond Road, and 65 acres south of Goodwin's Point in the Merrimack River Valley.

### **Forestry Program**

- A timber sale was completed on the Town Pound lot on North State Street.
- The red pine plantations at both the Hall Street Treatment Plant and the Pembroke Well Fields are infested with a fungus that is killing off the red pines. A timber salvage/sale was completed in January.



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## FINANCE DEPARTMENT

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The Finance Department creates and sustains a dynamic fiscal structure to meet legal requirements and supports attainment of the overall City mission. The department applies recommended business practices in accounting, auditing and financial reporting, asset and risk management and debt administration. The department supports financial policy development that promotes fiscal security, long-term self-reliance and the efficient use of labor, intellectual and physical capital and technology necessary to the provision of the highest level of customer service and information.

### Notable

#### Control and Treasury Division

- Received the GFOA's Certificate of Achievement for Excellence in Financial Reporting for the City's 2007 CAFR.
- Implementation of the ERP Program began with a formal kickoff in 2006. In 2007, we implemented four of the seven segments of New World Systems' Logos and MuniSmart Property Tax systems including: Payroll, Financial Applications, Utility Billing, and Property tax.
- Maintained current bond ratings: *Moody's Investor Service* – AA2 and *Standard and Poors* - AA.

#### Purchasing Division

The Purchasing Division strives to obtain the optimal value for the taxpayer through a process of acquiring goods and services and disposing of surplus personal property that timely meets the needs of city departments in conformance with the City Charter and ordinances, while encouraging competition in a fair, open, ethical and efficient manner.

Working with City staff, consultants and our aggregation partners the Purchasing Agent successfully negotiated the following energy contracts:

- a. **Electricity.** Contracts for the supply of electricity for all G1, SL and OC accounts and the 40 largest G2 accounts were competitively solicited and awarded to TransCanada through the end of FY08. The small G2 accounts continue to receive electricity supply from Unitil on a default basis. The delivery of electricity to all City accounts is regulated by the NH PUC and continues to be provided by Unitil.
- b. **Natural Gas.** Contracts for the supply of natural gas for the City's 17 largest accounts were competitively solicited and awarded to Hess through the end of FY07. The City's smallest 11 accounts continue to receive their natural gas supply from Keyspan
- c. **Gasoline, diesel fuel, kerosene and #2 fuel oil.** Contracts for the supply and delivery of these fuels were competitively solicited and awarded to D.K. Burke and Irving Corp and HR Clough for FY07.

The Purchasing Manager continues to serve as a member of the city's Enterprise Resource Planning (ERP) System Steering Committee. The Purchasing Manager served as the lead for

the successful implementation, training of city staff and subsequent upgrades for the ERP software Purchasing module. The Purchasing Manager is the co-leader of the Purchasing/Accounts Payable Continuous Improvement Team. The Purchasing Manager worked closely with New World Systems as an “early adopter” during the development of their Contract Accounting module.

The Purchasing Agent, with the assistance of the Fiscal Supervisor from the Control Division and the Personnel Department’s Safety and Training Coordinator, continued to train new and existing city staff of current purchasing and accounts payable policies and procedures.

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## **INFORMATION TECHNOLOGY DEPARTMENT**

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The Information Technology (IT) Department supports the City by dependably and securely delivering technology services to meet the business needs of City Departments and their customers, the City residents. The Department is tasked with balancing the advantages and efficiencies of new technology, the ever escalating threats to security, and the need to minimize cost.

### **Notable**

- Infrastructure re-design and improvements; replaced legacy network core to implement high speed data transfers between datacenters securely.
- Extended the City fiber network to connect City and school buildings, and extended the network to the North end of Concord to include the Merrimack Valley school system.
- Selected New World systems as ERP vendor, and installed server farm to support the extensive testing system for various modules.
- Continued priority support with individual departments in projects as critical as mobile computing for Fire Apparatus, energy management devices controlling energy usage in City buildings, the Public Notification System used by Fire, Police and General Services in City emergencies.

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## **FIRE DEPARTMENT**

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The Fire Department serves to protect the lives and safety of the citizens by providing fire prevention and education, response to fire, medical and hazardous materials incidents as well as other emergency assistance requests. The Fire Department maintains a Communications Center, which dispatches emergency calls for the City of Concord and twenty other communities who comprise the Capital Area Mutual Fire Aid Compact. The Department maintains the City’s municipal fire alarm, traffic signal systems, and exterior fiber-optic network.

### **Notable**

#### **Safety and Risk Management**

The entire Fire Department continues to focus much attention over the past year on several safety and risk management initiatives. Many of these were requested by Primex, the city’s insurance carrier, following their risk management study performed last year.

- Training in responding to and safely handling emergency incidents on the highway.
- Increased emphasis on firefighter safety and survival.

#### **Fire, Emergency Medical Services and Special Operations tactical plan improvements**

- Ice and water rescue responses.
- Mass decontamination capabilities.
- Multiple live fire training drills per year for every firefighter.
- Firefighting water supply plans for rural, non-hydrant areas.
- Firefighting plans for high rise occupancies.

#### **Fire Prevention and Safety Initiatives**

- Place of Assembly employee response to emergency situation training.
- Provided training for numerous city employees in CPR and AED usage.

#### **Dispatch Center Improvements**

- Using NH Homeland Security Grant Funds increased dispatch capabilities with new computer aided dispatch software.
- Reached full-staffing of eight trained dispatchers.

#### **Fire Alarm Traffic Improvements**

- Provided construction oversight for 3 traffic signal installations.
- Provided technical support for expansion of city's fiber-optic network.

<b>SERVICE INDICATORS</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>
1. Total Emergency Calls for Service	7,090	7,570	7,688
a. EMS Calls	4,250	4,513	4,691
b. Haz-Mat	96	107	124
c. Residential Structure fires	46	57	64
d. Commercial Structure fires	67	22	20
2. Percent EMS Response within 5 minutes	72	68	80
3. Percent Fire Response within 5 minutes	68	67	73
4. Quick Access Plans Completed	22	24	24
5. Fire Safety Inspections Completed	643	1,000	1,871
6. Alarm Systems Monitored	423	427	455
7. Master Box plug in/plug out	136	175	180



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## GENERAL SERVICES DEPARTMENT

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The City's General Services Department serves to enhance the quality of life in the City by providing maintenance and operation of the City's infrastructure, including roadways, sidewalks, bridges, buildings, storm drains, sanitary sewers and treatment, potable water supply and distribution, parks, cemeteries, ice arena, golf course, and motor fleet.

### Notable

#### Highway and Utilities Systems Division

- Responded to 100% of low pressure water calls with a follow up letter within one week of the call stating causes and cures.
- Responded to 100% of water line leaks or sewer line blockage within one hour of notification.
- Corrected 95% of any hazardous pavement or sign conditions within a 24-hour period.
- Replaced 10 outdated hydrants and 17 service valves as budgeted in Capital Outlay.
- Sidewalk maps have been reviewed and notes taken from plowing this past winter season and the maps themselves will be updated for the upcoming plow season.
- Completed the North End paving and sidewalk program, Capital Improvement Projects # 17 and #78 as approved in the FY 2005 Budget and completed paving additional streets approved in the FY 2006 Budget, that had curb and sidewalks construction work performed.
- Completed the Reclamation and Cold-plane/Overlay projects, Capital Improvement Projects #78 and #79, as approved in the FY 2006 Budget .
- Continued to maintain three year cycle of catch basin cleaning and maintenance.
- Recruited and retained a new Engineering Technician to oversee the Capital Improvement Program's roadway paving maintenance projects; providing a savings in outside inspection services costs.
- In anticipation of this summer's roadway paving program, completed video inspection of sewer and drain within the construction areas and have completed the repair work.
- Entered into an agreement with a contractor to provide full time management and material handling activities at the Fort Eddy Material Storage Site, saving the City approximately \$20,000 in outside services. The contractor is also responsible to actively compost leaf and yard waste delivered to the site through the City's collection programs, and distribute the final product to end-users on a regular basis.
- Participated in (ERP) NWS LOGOS Core Team.

#### Grounds Division

- Updated Cemetery Rules and Regulations.
- Expanded 3 grave sections in Maple Grove Cemetery.
- Analyzed and developed options for alternative management, operational and financial structures via surveys of best cemetery operational practices throughout the county.
- Complete upgrade and transition of practice football field at Memorial field to a game field.

- Complete CIP projects as assigned.
- Over-seed athletic fields twice per year.
- Investigated and established areas for new practice fields or game fields as demand increases.
- Reviewed cemetery operational practice including comparison to New Hampshire municipal cemeteries.
- Added additional playground surfacing in all parks to comply with CPSC guidelines.
- Added infield mix to all skinned infields, Little League and softball.
- Recruited and retained a new Tree Supervisor to fill vacant position due to staff retirement; continued to coordinate with Groundworks to pursue opportunities to enhance urban tree canopy.
- Recruited and retained a new Cemetery Administrator to fill vacant position due to staff retirement.
- Completed monument inventory of the Old North Cemetery working with The Friends of the Old North Cemetery.
- Developed and implemented an internal overseeding and deep tine aeration program to the turfgrass through utilization of equipment purchased in FY 2007 and reducing annual City expenditures to retain a contractor to perform this work.
- Staff began weed management program on athletic fields.

### **Public Properties Division**

- Completed Phase 2 Facility Improvement Measures recommended in the Detailed Energy Audit.
- Conducted and updated a comprehensive overview of City owned facilities. Developed baseline data for all facilities. Identified, prioritized, and scheduled work that could be done using internal staff. Recommended projects that should be considered in the Capital Improvement Projects plan.
- Developed a multi-year work plan for each public facility, detailing needed improvements and regular maintenance. Briefed the City Manager on a multi-year plan to inspect facilities by City staff in order to identify major deficiencies that require substantial funding to repair or replace.
- Completed the resurfacing of Rollins and White Park pools.
- Installed replacement windows on the first floor of the White Park Admin Building.
- Replaced the men's locker room floor at the Green Street Community Center.
- Completed the roof replacement of the Police Department, Library, and White Park Admin Building.
- Installed replacement garage doors on the White Park Admin Building.
- Installed windows and aluminum flashing in the City Auditorium atrium.
- Renovated the staff area in the library basement.
- Replaced boiler and circulators at the East Concord Community Center.
- Replaced entry way doors at the Heights Community Center.
- Replaced transfer switch at the COMF.
- Participated in (ERP) NWS LOGOS Core Team.



## **Administration**

- Implemented the new ERP system in water metering, utility billing, accounts payable, accounts receivable and payroll without interruption of daily business processes.
- Filled vacant Fiscal Technician III position enabling the division to complete the year-end process.
- Executed plan for water leak detection.

## **Arena**

- Increased summer and winter ice revenue by two percent through restructuring of rental rate.
- Completed energy savings measures with installation of EMS.
- Replaced the main bleachers at the arena with a donated set of bleachers.
- Increased the number of spring shows.

## **Golf Course**

- Implemented recommendations of USGA as the operating budget allows.
- Evaluated and adjusted the rate structure to remain competitive in the market while continuing to support the golf course enterprise fund.
- Successfully hosted the Duramed FUTURES Tour 2007 USI Championship.
- Continued to improve the tee areas by aggressive over-seeding, leveling and sodding as the operating budget allows. Sodded tees for the fifth, seventh and ninth holes, and overseeded the remaining tees.
- Analyze and develop options for alternative management, operational and financial structures via surveys of best practices throughout the country as time allows.
- Re-established native grasses in timber harvest area on fourth hole.
- Planted specimen trees in timber harvest area on fourth hole.
- Removed trees and underbrush as recommended by USGA TAS report.
- Removed and updated clubhouse entrance area on south side of building as suggested by Dubois and King Facilities Report.
- Entered into a multi-year agreement to host the USI Futures Tournament.

## **Water & Sewer**

### **Wastewater**

- Experienced no exceedances of NPDES permit requirements.
- Continued to monitor and track WW Division performance versus private contractor cost model and evaluate opportunities for improvement.
- Completed Phase I design of odor control improvements for the Hall Street Waste Water Treatment Plant solids processing area and begin construction.
- Completed the construction of Phase I upgrades to the headworks at the Hall Street Waste Water Treatment Plant.
- Initiated Phase II SCADA improvements at the Hall Street Waste Water Treatment Plant.
- Replaced roof system on the administration building at the Penacook Waste Water Treatment Plant.

- Developed recommendations for a cost recovery program for Industrial Pretreatment Program activities. New fee schedule was approved with implementation in Fiscal Year 2008.
- Developed electronic maintenance work request system to eliminate the need for paper work requests.
- Completed refurbishment of flow distribution header system on south bio-cell at the Hall St. WWTP.
- Completed emergency repairs to the Intermediate Building transformer at the Hall St. WWTP.
- Completed implementation of energy management improvements at the Hall St. WWTP.
- Completed design and construction of vacuum priming system for SBR effluent lines at the Penacook WWTP.
- Completed Phase II concrete repairs at the Hall St. WWTP.
- Participated in the development of revised General Services Dept. Confined Space Entry Policy.

### **Water**

- Experienced no exceedances of the MCL level of the Safe Drinking Water Act requirements.
- Proceeded with the second phase of the Water Master Plan that includes performing an assessment of the Water Treatment Plant including Pump Station #4.
- Continue to exercise and meet regulatory permit compliance at the Pembroke Well Field.
- Installed new chlorine tanks at Pump Station #5.
- Successful completion of Pump Station #4 refurbishments replacing one 75 horsepower pump and one 200 horsepower pump to provide operating flexibility. Replaced the outdated original equipment electrical motor control centers.

### **Vehicle Maintenance Division**

- Updated Annual Fleet Maintenance Report.
- Reduced number of road service calls by 17%.
- Updated and performed annual customer satisfaction survey for vehicle maintenance.
- Reviewed fleet composition, use, and deployment practices with the intention of containing vehicle capital replacement costs and vehicle operating and maintenance costs.
- Updated the Gasboy fuel dispensing operating system.
- Updated and issued the General Services Department Confined Space Entry Policy.
- Participated in (ERP) NWS LOGOS Core Team.
- Provided CDL Driver Drug/Alcohol use/abuse awareness training for 84 drivers.
- Staff received training in various aspects of vehicle and fire apparatus maintenance and repair.



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## HUMAN SERVICES DEPARTMENT

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The mission of Concord Human Services is to provide interim assistance with basic needs for those who do not have the resources to meet these needs and encourage community involvement in addressing issues to help break the circle of poverty.

### Notable

- Concord Human Services was able to provide camp scholarships for boy and girls through the generosity of NH Charitable Foundation, the Junior Service League of Concord and Wesley United Methodist Church.
- Camp necessities from the Everett Weir Abbot Fund through NH Charitable Foundation were provided to 25 boys. Human Services partnered with Concord Recreation, Police and Fire Departments to take the boys shopping for the camp supplies.
- Concord Human Services assisted elderly and disabled residents with the purchase of fans through the Wesley United Methodist Church “Beat the Heat” program.
- Generous donations from many local businesses, churches, City employees and Councilors, Concord residents and the UAW allowed Concord Human Services to provide a wonderful Christmas to 53 families.
- Concord Human Services received monthly food donations from Capital Region Food Program and Temple Beth Jacob for the food pantry to meet the emergency needs of a caseload of 758 separate households.
- Concord Human Services provided Thanksgiving baskets for families and individuals through the generous donations from ASA Sanel and the Angwin family and participated in the Holiday Food Basket program through Capital Region Food Program.
- Concord Human Services staff worked with 2867 walk-ins and appointments, including 352 families or individuals that were homeless or at risk of being homeless.
- Concord Human Services Director was re-elected to serve on the NH Local Welfare Association executive committee, a group that provides training for local welfare officials and follows and responds to legislation that impacts local welfare.

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## LEGAL DEPARTMENT

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The Legal Department has two missions. Statutory and common law defines these missions. In the State of New Hampshire, a municipality has only those powers granted to it by the Legislature. Every action of a municipality must be justified by those powers. The mission of the City Solicitor is to insure that all actions of the city are within the powers granted to it by the Legislature and to foster the accomplishments of the city's goals and objectives within this legal framework. The mission of the City Prosecutor is to prosecute those persons charged with violating state or local law within the city. The Prosecutor also has a paramount duty to the legal system to see that in the course of prosecution, justice is done.

### Notable

- The Prosecutor’s office successfully prosecuted and collected substantial judgments against the Home Depot, and Kevin Guay collecting reimbursements totaling

\$14,384.69. In addition, prosecution of code violations and collection of reimbursements to date total \$50,893.35 with 5 months left in the fiscal year. It is anticipated that the department will exceed anticipated revenue estimates for 2007 for this account.

- The Prosecutor's office negotiated with the District Court Clerk and Judges to successfully implement the mediation program for violators of motor vehicle laws. The program conducted its first mediation in January 2007 which resulted in 18 negotiated dispositions. Pleading out these 18 cases eliminated the need for police officers who wrote the tickets to appear in court and be paid witness fees and overtime. Additional mediations are currently scheduled for February and March 2007.
- The City Solicitor's office received a Notice of Settlement in the class action suit against AT&T for the unauthorized use of the City's land within the right of ways along old railroad corridors. Total settlement funds to the City will be \$20,606.50, exceeding our initial estimate.
- The City Solicitor's office negotiated with Constellation Justice System to achieve a reduction of \$6,405.00 off the annual maintenance fee of \$10,500.00 for the Damion System, due to delayed implementation of the discovery module interface with IMC.
- The City Solicitor's office has obtained, for a limited time, the services of an attorney who has agreed to perform research and prepare legal memoranda on a limited number of specific questions. This work will be subject to review by the City Solicitor and is being performed pro bono.

	Actual	Estimated	Projection
<u>SERVICE INDICATORS</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
1. Tax Lien Mortgages (Research at Registry)	825	841	986
2. Tax Deed-Mortgages (Research at Registry)	120	124	120
3. Tax Title Searches for Property to be Deeded	60	60	60
4. City Dept/Board Requests for Legal Services	1,357	1,500	2,100
5. Bankruptcy Matters (Claims/Monitoring)	60	48	55
6. Title searches for property acquisition and sales; lot consolidations; deeds reviewed/prepared	190	200	200
7. Administer financial guarantees for city projects and developments	400	400	400
8. Concord Criminal Dispositions and Hearings	15,892	16,900	17,745
9. Loudon Criminal Dispositions and Hearings	1,250	1,075	1,130
10. Bow Criminal Dispositions and Hearings	923	870	915
11. Bow Juvenile Dispositions and Hearings	44	75	85
12. Dunbarton Criminal Dispositions and Hearings	61	255	275
13. Concord Juvenile Dispositions and Hearings	866	1,175	1,240
14. Loudon Juvenile Dispositions and Hearings	20	33	39
15. Concord Administrative License Suspensions	127	165	185
16. Bow Administrative License Suspensions	9	6	12
17. Dunbarton Administrative License Suspensions	1	15	18
18. Loudon Administrative License Suspensions	15	14	20
19. Concord Code Enforcement	57	67	80



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## LIBRARY DEPARTMENT

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The mission of the Concord Public Library is to provide informational, cultural, educational and recreational resources and services to the people of Concord. The Library seeks to accomplish its mission through prudent management and development of its resources, and by providing access to a broad range of materials and services to meet the present and future needs of the community it serves. The Library's core services are the following: assistance in the location and use of library materials; selection of new books and audiovisual materials; acquisition, cataloging and processing of these materials for the public's use; programs for children, teens and adults to promote books and reading; and loaning of library materials.

### Notable

- Expanded the functionality of the library automation system. Accomplishments include a more user-friendly main menu page on the library online catalog (OPAC); addition of a "content enrichment" product that brings cover art, summaries and other enhancements to the catalog; new functions and features that were included in the new software release for the III automation system; wireless access for patrons with laptops; more streamlined access and authentication to four new Internet reference databases; access to downloadable audio books; streamlined searching of commonly requested subsets of the collection (scoping), including popular material types and locations; and e-mail notification of overdues and holds.
- Improved the audiovisual collections utilizing a variety of avenues: Conversion of security measures was completed. Review of loan periods and loan limits of AV materials was completed and implemented. A plan for improved shelving locations for AV materials was implemented. Through a grant from the Alice J. Reen Charitable Fund 250 additional DVDs in the Children's Room and 250 adult spoken word recordings on CD were purchased, plus improvements were made to existing AV shelving in the Children's Room. And, additional City funding was designated for the purchase of AV materials with the discontinuance of some microfilm subscriptions.
- Coordinated the installation of new carpeting. The library was closed for two weeks in August for the installation of new carpeting on the Main Floor. In December new carpeting was installed on the Lower Level in the Ruth May Room and the Technical Services staff area. Floor tile was also replaced in areas of the basement, including a staff work area and the staff room.
- Supported the library needs assessment. At the end of December an RFP entitled "Concord Public Library Long-range Plan & Needs Assessment" was issued. Seven proposals were submitted for the project. Contract signing was completed in April.
- Established a new multicultural collection in the Children's Room with funding from the Bagan Foundation and the Children's Literacy Foundation.

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## PERSONNEL DEPARTMENT

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The Personnel Department works in partnership with its customers in supporting the mission of the City by establishing and implementing responsive human resource services which result in the recruitment, development, and retention of a highly qualified, diverse, well trained and motivated workforce by emphasizing open, honest and meaningful communication at all levels of the organization. This is accomplished within the framework of merit and collective

bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

## Notable

- Processed 1487 personnel actions.
- Provided leave administration services and consulted with City departments for 31 short-term disability, 3 long-term disability, and 84 worker's compensation claims, 15 of which were considered lost time.
- Applied for Job Modification Refund from the State of New Hampshire Secondary Injury fund and received \$469.04.
- Revised various policies including the Safety & Loss Control and Joint Loss Management Committee
- Reviewed and documented 168 City Supervisory Accident/Loss reports for committee review and performed follow-up action on various Joint Loss Management Committee (JLMC) recommendations. Steered JLMC Action Plan Committee and JLMC Employee Recognition Day Sub-committee (Safety Promotion).
- Coordinated various employee training programs, including, but not limited to: Risk Management Coverage, Danger Zones for Supervisors, Purchasing Training, Performance Evaluation, AED/CPR Training, Defensive Driver Refresher, Slips, Trips & Falls (Ladder Safety), Electrical Safety, Confined Space, Blood borne Pathogens, Work Zone & Trenching Safety, Violence Prevention, DOT Substance Abuse Awareness, Creating a Respectful Workplace (Harassment Prevention), monthly new employee orientations, and recruitment briefings, as necessary.
- Provided training support to departments by facilitating, coordinating, or documenting 578 individual training programs employees attended.
- Staff continued to serve on the Health Benefits Review Team (HBRT), a joint labor management initiative, which reviews health insurance plan designs and explores other benefit options to provide high quality benefits in a cost effective manner. The team conducted a review of our Retiree Health Insurance, Impacts on Trends, GASB 45 and formed a study committee on retiree health insurance; reviewed presentations of from Vendors including Harvard Pilgrim, Health Trust MVP, School Care and Patriot Health; Reviewed Claims Data and revised Health Insurance Plans and Prescription Drug Co-Pays and looked at expanding participation in Harvard's Disease Management program.
- The department coordinated the annual Beneflex open enrollment for employees and retirees. Successful enrollment included 446 employees and 273 retirees.
- Overall Wellflex participation rates, including spouses, remained steady at 422 Wellflex Program participants. 337 employees participated in the program keeping the Wellflex Program participation levels at 75%.
- Wellflex program activities and accomplishments:
  - ❖ Maintained an on-site Yoga Program.
  - ❖ Offered various on-site workshops on the topics of Stress Management, Lowering Cholesterol, Preventing Diabetes, Cancer Awareness, Healthy Back, Health Care Consumerism, and Nutrition.
  - ❖ Coordinated City-wide participation in the Fall into Winter, March into May and Summer Walking Challenge Exercise Programs.
  - ❖ Offered free flu shot clinics for all employee, retirees, and eligible spouses.



- ❖ Provided screenings at Annual Employee Recognition Luncheon, flu shot clinics, and benefits open enrollment.
- ❖ Participated in the Great American Smokeout.
- ❖ Participated in Wear Red Day.
- ❖ Participated in Weight Watchers at Work.
- ❖ Participated in the annual Making Strides Against Breast Cancer Walk and raised approximately \$2,602.
- The Personnel Department coordinated 73 separate recruitments during the fiscal year.
- The department submitted an additional application for the Medicare Part D Drug Subsidy Program for approximately \$100,950 from the federal government based on retiree prescription drug costs.
- The turnover rate for this time period was 10.6%.
- In conjunction with the Finance Department, personnel staff continued to evaluate the impacts of GASB45.
- The department participated in ongoing evaluation and implementation of the Enterprise Resource System (ERP) from New World Systems.
- The “Condrey Report”, a Job Classification and Compensation Plan for the City of Concord, was issued in February 2007 by Condrey and Associates.
- Collective Bargaining negotiations were initiated for AFSCME, IAFF 1045 and UAW.
- The department experienced a staffing change in the Personnel Technician position.

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## POLICE DEPARTMENT

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The mission of the Police Department is to protect life and property, maintain order and attempt to resolve the community's needs by coordinating the required resources.

### Notable

- Increase current level of dedicated Police presence in downtown Concord to FY05 levels.  
  
Status: In FY07, Concord Police officers conducted 1920 police presence details in the downtown area for a total of 1029 hours. This was down 56 details and 120 hours from FY05 levels.
- Increase the level of dedicated Police presence in downtown Penacook by 25%.  
  
Status: The Police Department fell short of this goal. In FY07, Concord Police Officers conducted 231 police presence details for 115 hours in downtown Penacook. In FY06, we conducted 299 details for 146 hours.
- Increase by 10% the level of dedicated Police patrols in city parks and state recreational areas.  
  
Status: Achieved. The target was 725 details and 300 hours. Concord Police Officers logged 831 details and 351 hours in FY07.
- Maintain or reduce the number of Personal Injury accidents in the City of Concord by focusing enforcement action on the areas most susceptible to this type of collision.  
  
Status: In FY06, the Police Department investigated 1326 State Reportable traffic accidents. There was injury involved in 282 of the accidents (21.3%). In FY07, the

Police Department investigated 1333 State Reportable traffic accidents. There was injury involved in 304 of the accidents (22.8%). Concord Police Officers continue their efforts in traffic enforcement and issued more than 5500 traffic summonses in FY07.

- Increase drug trafficking arrests by 15%.

Status: Achieved.

- Respond to 90% of high priority calls in 5 minutes.

Status: Concord Police Officers respond to high priority calls within 5 minutes 76.9% of the time. 81.3% are responded to within 6 minutes, 85.8% are within 7 minutes and 88.8% are within 8 minutes.

- Actively participate in the Concord Hospital Public Health Network planning process as they prepare for potential health related emergencies in the future. As part of this process, participate in at least one public health related planning exercise.

Status: Completed.

- Attain at least a 90% clearance rate for Part I Crime.

Status: In FY07, 86.78% of Part I crime reported to the Concord Police has been cleared. (Some offenses are still under investigation and/or remain open with an active arrest warrant).

- Work with the Concord Regional Crimeline and the Concord Substance Abuse Coalition to implement a new reporting system for intervention and prevention of youth parties.

Status: Completed.

### **FY 2007 ADDITIONAL ACCOMPLISHMENTS**

- In the fall of 2006, the Concord Police Department coordinated efforts with General Services and Recreation in rehabilitating Terrill Park and Rotary Park. This initiative was geared towards eliminating illegal activities within the park area, which had direct health and safety implications. The changes that were implemented included clearing out overgrown foliage, adjustment of the curfew hours, and restricting access to areas where much of the illegal activity was taken place.
- During the time period from July 1, 2006 to April 18, 2007, the Concord Police increased “directed patrols” during the 7:00 AM – 8:00 AM time frame by 293, as compared to the same timeframe in fiscal year 2006. These directed patrols were primarily in school zones. This increase reflects a 181% increase.
- In August 2006, a Concord Patrol Officer responded to a local supermarket for a shoplifting investigation. Employees of the store showed the officer a surveillance video. The video showed an adult woman and an adult male loading a backpack with stolen merchandise. Once loaded, the couple placed the backpack on a six year old child. The video showed that the backpack was so heavy that the young boy fell over while standing in line at the courtesy desk. The suspects and the child eventually left the store. The couple was later arrested for Shoplifting and Child Endangerment.
- In October 2006, the New Hampshire law enforcement community lost Officer Michael Briggs. Officer Briggs, a Manchester Police Officer and Concord resident, was shot to death while investigating a domestic disturbance call. Concord Police Officers made



the initial family notification and provided a great deal of assistance to the family and to the Manchester Police Department throughout this extremely trying time.

- In November 2006, Concord Patrol Officers responded to a burglary in progress call on Lincoln Street. Responding officers set up a perimeter around the home and observed the suspect exiting with stolen property. The officers engaged in a foot pursuit of the suspect and subsequently apprehended him.
- During June-July 2006, the City of Concord experienced a series of “nighttime” residential burglaries. In less than a month, the suspect burglarized nine Concord homes and evidence pointed to at least two other attempted burglaries. In one of the burglaries, the homeowners physically encountered the suspect in their home. Concord Patrol Officers and detectives invested hundreds of hours pursuing leads in this case. In August 2006, a suspect was arrested and subsequently indicted.
- The Drug Enforcement Unit concluded its Operation Street Sweeper grant on September 30, 2006. This operation resulted in 42 individuals being arrested or indicted, in either state or federal court, for a variety of drug trafficking charges. The value of drugs seized/purchased in this operation is estimated to be between \$30,000 and \$50,000.
- In October 2006, the Drug Enforcement Unit arrested a local man for sale of cocaine. This individual was a licensed private investigator, firearms dealer, and a practicing substance abuse counselor. As a result of this investigation and arrest, all of his licenses were revoked by the appropriate authorities.
- In December 2006, the Drug Enforcement Unit worked in conjunction with the NH Drug Task Force, NH State Police, DEA, National Guard and numerous local law enforcement agencies to identify various marijuana drug houses throughout the state. One of the houses was located in Concord. A search warrant was executed at this residence and approximately 1,400 marijuana plants were seized. The seizure from this residence alone was estimated to be between \$4 and \$6 million. This multi-agency investigation successfully shut down a major Vietnamese drug operation that stretched from the Pacific Northwest to New England.
- The Drug Enforcement Unit conducted a lengthy investigation that led to the arrests of 5 residents for dealing heroin and cocaine. This February 2007 arrest shut down large scale drug dealers in the City of Concord.
- The Training and Services Division coordinated several training classes for officers in the Patrol Services Division this year. Training courses included Methamphetamine Lab Awareness, Caliber Press Street Survival, Interview and Interrogation and Fraud Investigation.
- The Training and Services Division coordinated several training classes for officers in the Investigations Division. Training courses included Juvenile Abuse Investigation, Medical Issues in Child Abuse, Child Pornography Computer Investigations, Cyber Cop Data Recovery and Attorney General’s Conferences on School Violence, and Abuse and Neglect.
- Several Patrol Officers have been appointed as Evidence Technicians in the Patrol Division. The Training and Services Division has coordinated specialized training for them in the areas of Digital Evidence Photography, Police Evidence Photography, and Basic Fingerprinting and Crime Scene Processing.
- In October 2006, Concord Police detectives launched an embezzlement investigation at the request of the Concord School Superintendent. An employee in the Concord school system was identified and charged with embezzling more than \$300,000 over several years. The suspect is currently awaiting trial.

- In November 2006, Concord Police Officers responded to an armed robbery at a Cumberland Farms convenience store. A lone suspect entered the store, displayed a handgun and demanded cash. As a result of an investigation by Concord Police detectives, the suspect was captured and is awaiting trial.
- In November 2006, Concord Police Officers responded to a burglary at a Portsmouth Street residence. A female resident reported to the officers that a male suspect broke in, physically assaulted her and stole her purse. The woman suffered serious facial injuries. Concord Police detectives investigated the matter and arrested a suspect in December 2006. The suspect is currently incarcerated.
- In December 2006, Concord Patrol Officers and Youth Services Unit detectives investigated a case involving a gang related assault. A juvenile victim was severely beaten and had to be airlifted to a Boston hospital due to the seriousness of his injuries. A juvenile suspect was charged with Second Degree Assault in the attack.
- In January 2006, Concord Police Officers responded to an armed robbery at the Food Basket. A suspect entered the store, displayed a firearm and demanded cash. On the same date, a second robbery was reported at Store 24. Again, the suspect displayed a firearm and demanded cash. After a lengthy investigation by Concord Police detectives, a suspect was identified and apprehended in December 2006. In February 2007, a second suspect was captured and charged as an accomplice. Both are incarcerated and awaiting trial.
- In February 2007, Concord Police Officers responded to a burglary at the NH Democratic Party Office. Five laptop computers, a digital camera and a video camera were reported as stolen. Subsequent investigation by Concord Police detectives resulted in the recovery of most of the property and the arrest of three individuals.
- In April 2007, Concord Police Officers responded to an armed bank robbery at Citizens Bank in Penacook. Subsequent investigation by Concord Police detectives resulted in the identification of the bank robber and an arrest within days of the robbery.
- In April 2007, Concord Police Officers responded to an armed robbery at the Brooks Pharmacy. The suspect displayed a handgun and demanded cash. Concord Police detectives launched an immediate investigation that resulted in the suspect being arrested approximately 12 hours later.
- In April 2007, Concord Police Officers became involved in a reported armed robbery at Wendy's Restaurant. Three suspects entered the restaurant, held a gun to the head of an employee and demanded cash. Combined efforts between Concord Police Officers and other law enforcement agencies resulted in the capture of all three suspects. Two of the suspects were apprehended within minutes of the robbery and the third was apprehended a few hours later. The stolen money and the weapon were recovered.
- The Concord Police Department was awarded \$3,700 in supplemental funding from the NH Department of Justice to enhance its Enforcing Underage Drinking Laws program. The program has been funded with grant money for several years and has been highly successful. The Concord Police Department will continue the program into FY08 with a grant award of approximately \$14,500.
- In January 2007, the Concord Police Department was involved with a standoff on Hoit Road. The male suspect assaulted his wife and attempted to burn the house down. He was ultimately arrested. He was also charged with manufacturing a controlled drug, weapons possession, kidnapping, and criminal threatening.
- In July 2006, Concord Police investigated forgeries of over \$20,000 from a Beijing and Tokyo Restaurant checking account. The suspect was interviewed and, with the use of



an interpreter, confessed to police. This information was passed along to the Connecticut State Police due to possible involvement with a “loan shark” operation.

- In January 2007, Concord Police investigated an accident on Loudon Road that occurred as the result of an accidental discharge of a firearm. A motorist was handling a handgun while driving westbound when the gun discharged, causing a serious injury to the driver. The vehicle struck another car and then hit a sign for a local business. The operator survived the shooting and is facing several charges.
- During the late summer of 2006, the Concord Police, working with the Bow Police, served 7 search warrants and arrested several young people in connection with burglaries at 4 Concord parks or ball fields and 1 ball field in Bow. Most of the stolen property was recovered including computers and baseball equipment.
- In November 2006, the Concord Police arrested a suicidal subject on Airport Road. He had cut his wrists and was taunting officers, threatening to burn down the house. This incident lasted for several hours and was resolved with the use of a Department negotiator.
- In March 2007, the Concord Police assisted the Boscawen Police and the NH State Police in a shooting / homicide incident that occurred in Boscawen. This incident involved many officers for an extended period of time and showed our effectiveness in operating in cooperation with other agencies in a critical incident.
- In July 2006, the Concord Police arrested an individual for using a Molotov cocktail in the parking lot of McDonald’s Restaurant on Fisherville Road.
- In February 2007, the Concord Police arrested two individuals after a 2 ½ month long investigation for “smash and grab” theft incidents near the area of Ft. Eddy Road and the Everett Arena. They were charged with approximately 100 crimes including theft, fraud, and criminal mischief.

<u>SERVICE INDICATORS</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
1. Total Calls for Service	53,093	52,350	55,897
2. Total Part I Crimes <sup>1</sup> -Reported	1,019	1,142	1,290
3. Index Crime Rate <sup>2</sup> based on UCR Reporting			
• Violent Crime Rate	154	179	193
• Property Crime Rate	2,220	2,479	2,812
4. Total Part II Offenses	4,676	4,486	4,840
5. Total Crimes against Persons <sup>3</sup>	979	905	911
6. Total Property Crimes <sup>4</sup>	2,517	2,392	2,664
7. Total Crimes Against Society <sup>5</sup>	1,302	1,432	1,475
8. Total State Reportable Traffic Accidents	1,151	1,325	1,333
9. Total Traffic Fatalities	1	0	2
10. Total Visibility/Prevention Patrols <sup>6</sup>	6,972	5,800	6,675
11. Total Time on Visibility/Prevention Patrols in Hours	3,082	2,532	2,986
12. Total Traffic Summonses Issued	5,998	5,762	5,548
11. Total DWI Arrests	229	170	193
12. Drug Abuse Violations (Persons Arrested)	338	320	316
13. Total Drug Sale/Manufacturing Charges	73	122	81
14. Total Drug Possession Charges	423	392	394
15. Total Custodial Arrests			
• Persons Arrested	3,209	2,978	2,928
• Number of Charges	5,279	4,841	4,988
15. Total Sexual Assaults Reported	105	101	86
16. Evidence/Property			
• Recovered	4,177	4,577	5,301
• Returned/Disposed	1,383	737	829
17. Criminal Investigations Division			
• Cases Assigned	181	126	250
• Cases Cleared	108	99	200
18. Youth Services Division			
• Cases Assigned	1,195	1,315	1,326
• Non-Court Adjudicated	807	943	922
• Petitioned	388	293	331
19. Sworn Positions/Hired	5	5	3
20. Total Training Hours <sup>7</sup>	10,664	8,807	8,789

<sup>1</sup> Murder, Rape, Robbery, Aggravated Assault, Burglary, Larceny, Auto Theft, Arson

<sup>2</sup> Part I Crimes per 100,000 population

<sup>3</sup> A crime in which the victim is present and directly involved in the offense.

<sup>4</sup> Generally speaking, it is a crime in which the victim is not present or directly involved in the offense. Notable exceptions are robbery, pocket-picking and purse-snatching.

<sup>5</sup> A crime which represents society's prohibitions on engaging in certain types of activities.

<sup>6</sup> Directed Patrols, Foot Patrols, Bicycle Patrols, Park & Talks.

<sup>7</sup> All Department training excluding basic Recruit Academy.



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## RECORDS

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The City Clerk insures the preservation of documents, vital records, and historical records; provides City Council agendas, correspondence, minutes and maintains indexed actions of the Council and provides election services for the City of Concord.

### Notable

- Staff appeared on a local television program providing residents with the dog licensing procedure.
- Staff continues to work with the Bureau of Vital Records, keeping abreast of Vital Record program enhancements in order to assure proper processing of records and great customer service.
- Continuing implementation of internal improvements to the Council agenda process resulting in a more efficient agenda preparation process.

<u>SERVICE INDICATORS</u>	<u>2006</u>	<u>2007</u>
1. Birth Certificates Issued	3,605	4,041
2. Marriage Certificates Issued	734	781
3. Death Certificates Issued	4,612	4,087
4. Divorce Records Issued**	n/a	58
5. Certified Records Issued	9,334	9,351
6. Marriage Licenses Issued	383	384
7. Dog Licenses Issued	4,347	4,787
8. Dog Notices Sent	4,190	4,156
9. Notice of Intent to Issue Summons	1,144	1,336
10. Dog Summons Issued	520	405
11. UCC's Recorded, Terminated or Amended	572	734
12. City Council Minutes Prepared	24	18
13. Vital Record Amendments	157	219

\*\*New service January 2007

### Elections

- Staff posted election results on the City's web page from the elections held allowing immediate accessibility of election results.
- Staff worked effectively with local and statewide news media providing up to the minute election results for all elections held.
- Staff appeared on multiple airings of local television show providing residents with information about registering to vote, obtaining absentee ballots, polling locations and polling hours for elections held.
- Completed the conversion of election and voter registration information into the State of New Hampshire's new statewide voter registration system, ElectionNet in time to use at the September 2006 State Primary Election.

<b><u>SERVICE INDICATORS</u></b>	<b><u>2006</u></b>	<b><u>2007</u></b>
1. Voter Registrations Processed	*480	1,615
2. Absentee Voters Serviced	*71	1,053
3. Early AM Voters Serviced	*24	178
4. Average Number of Ballots Cast	*3,695	17,037

*\*Municipal election only resulting in lower voter turnout.*

The City Clerk's Office conducted a State Primary Election on September 12, 2006, a General Election on November 6, 2006 and a Special Election on June 5, 2007. The City Clerk's Office provided early morning voting for registered voters who were leaving the City prior to 8:00 a.m.

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## **RECREATION DEPARTMENT**

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The Recreation Department is responsible for providing a diversified program of year round activities for people of all ages and abilities. The Department also schedules all outdoor athletic fields and four community centers.

### **Notable**

- Recreation Director retired after 19 years of service to the City of Concord.
- Active involvement with downtown recreational programming in cooperation with Main Street Concord.
- Recruited, trained and supervised 300 volunteers who contributed a total of approximately 8,000 volunteer hours for various programs and events.
- Worked with Concord 20/20 to organize and conduct the annual River Jamboree.
- Worked with the US Tennis Association to increase the number of tennis programs and the number of participants. Hosted a USTA coaches workshop.
- On-line registrations complete transactions remained steady, 504 in FY06 and 505 in FY07.
- Conducted a major upgrade to our RecTrac Software.
- Number of facility reservations 4,916.
- Recreation Web Site had 51,193 hits, up from 38,450 in FY06





## Melanson Heath & Company, PC

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Management Advisors

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### INDEPENDENT AUDITORS' REPORT

To the Mayor and City Council  
City of Concord, New Hampshire

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, New Hampshire, as of and for the year ended June 30, 2007, which collectively comprise the City's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the City of Concord's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the City of Concord, as of June 30, 2007, and the respective changes in financial position and cash flows, where applicable, thereof and the respective budgetary comparison for the General Fund for the year then ended in conformity with accounting principles generally accepted in the United States of America.

The management's discussion and analysis, appearing on the following pages, is not a required part of the basic financial statements but is supplementary information required by the *Governmental Accounting Standards Board*. We have applied certain limited procedures, which consisted principally of inquiries of management

*Additional Offices:*

Andover, MA Manchester, NH Greenfield, MA Ellsworth, ME

regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was made for the purpose of forming opinions on the financial statements that collectively comprise the City of Concord, New Hampshire's basic financial statements. The introductory section, supplementary statements and schedules, and statistical tables are presented for purposes of additional analysis and are not a required part of the basic financial statements. The supplementary statements and schedules have been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole. The introductory section and statistical tables have not been subjected to the auditing procedures applied in the audit of the basic financial statements and, accordingly, we express no opinion on them.

In accordance with *Government Auditing Standards*, we have also issued our report dated January 28, 2008 on our consideration of the City's internal control over financial reporting and on our tests of its compliance with laws, regulations, contracts, and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* and should be considered in assessing the results of our audit.

*Madanson Heath + Company P.C.*

Nashua, New Hampshire  
January 28, 2008



## CITY OF CONCORD, NEW HAMPSHIRE

## STATEMENT OF NET ASSETS

JUNE 30, 2007

	Governmental Activities	Business-Type Activities	Total
<b>ASSETS</b>			
Current:			
Cash and short-term equivalents	\$ 50,234,993	\$ 9,350,973	\$ 59,585,966
Investments	9,685,674	-	9,685,674
Receivables, net of allowance for uncollectibles:			
Property taxes	25,368,141	-	25,368,141
Accounts	176,662	-	176,662
User fees	-	1,031,533	1,031,533
Intergovernmental	29,478	136,962	166,440
Loans	796,887	-	796,887
Other assets	376,154	18,620	394,774
Total current assets	86,667,989	10,538,088	97,206,077
Noncurrent:			
Receivables, net of allowance for uncollectibles:			
Intergovernmental	-	1,467,712	1,467,712
Capital assets:			
Land and construction in progress	47,645,534	8,995,798	56,641,332
Other capital assets, net of accumulated depreciation	45,160,147	121,918,052	167,078,199
Total non-current assets	92,805,681	132,381,562	225,187,243
<b>TOTAL ASSETS</b>	179,473,670	142,919,650	322,393,320
<b>LIABILITIES</b>			
Current:			
Accounts payable	3,198,626	509,505	3,708,131
Retainage payable	1,512,910	214,898	1,727,808
Accrued liabilities	1,193,744	367,664	1,561,408
Unearned revenues	24,784,549	26,907	24,811,456
Taxes collected in advance	15,381,886	-	15,381,886
Due to other governments	9,219	-	9,219
Due to external parties - fiduciary funds	4,851	-	4,851
Other current liabilities	1,116,119	18,936	1,135,055
Current portion of long-term liabilities:			
Bonds and loans payable	4,823,966	2,992,379	7,816,345
Other liabilities	1,401,306	140,504	1,541,810
Total current liabilities	53,427,176	4,270,793	57,697,969
Noncurrent:			
Bonds and loans payable, net of current portion	40,934,133	25,377,492	66,311,625
Other liabilities, net of current portion	751,995	-	751,995
Total non-current liabilities	41,686,128	25,377,492	67,063,620
<b>TOTAL LIABILITIES</b>	95,113,304	29,648,285	124,761,589
<b>NET ASSETS</b>			
Invested in capital assets, net of related debt	53,651,076	103,870,146	157,521,222
Restricted for:			
Grants and other statutory restrictions	3,459,811	-	3,459,811
Permanent funds:			
Nonexpendable	8,672,216	-	8,672,216
Debt service	-	1,604,674	1,604,674
Unrestricted	18,577,263	7,796,545	26,373,808
<b>TOTAL NET ASSETS</b>	\$ 84,360,366	\$ 113,271,365	\$ 197,631,731

See notes to financial statements.

## CITY OF CONCORD, NEW HAMPSHIRE

## STATEMENT OF ACTIVITIES

FOR THE YEAR ENDED JUNE 30, 2007

	<u>Expenses</u>	<u>Program Revenues</u>		
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>
<b>Governmental Activities:</b>				
General government	\$ 5,471,691	\$ 3,223,376	\$ 407,339	\$ -
Public safety	18,989,365	2,521,339	81,380	-
General services	11,211,510	318,029	-	3,266,416
Planning and development	2,650,333	1,190,109	-	-
Leisure and information services	2,368,707	426,243	-	-
Human services	1,038,484	155,657	-	-
Interest on long-term debt	1,411,040	-	-	-
Miscellaneous	1,762,956	-	-	-
<b>Total Governmental Activities</b>	<b>44,904,086</b>	<b>7,834,753</b>	<b>488,719</b>	<b>3,266,416</b>
<b>Business-Type Activities:</b>				
Water	5,084,681	4,853,295	-	-
Sewer	5,751,772	5,377,820	-	337,063
Solid Waste	3,711,753	1,961,724	-	-
Golf	834,656	812,808	-	-
Arena	441,647	453,601	-	-
<b>Total Business-Type Activities</b>	<b>15,824,509</b>	<b>13,459,248</b>	<b>-</b>	<b>337,063</b>
<b>Total</b>	<b>\$ 60,728,595</b>	<b>\$ 21,294,001</b>	<b>\$ 488,719</b>	<b>\$ 3,603,479</b>

**General Revenues, Transfers &  
Permanent Fund Contributions**

Property Taxes  
 Penalties, interest and other taxes  
 Grants and contributions not restricted  
 to specific programs  
 Investment income  
 Miscellaneous  
 Transfers, net  
 Permanent fund contributions

Total general revenues, transfers,  
and contributions

Change in Net Assets

**Net Assets:**

Beginning of year

End of year

See notes to financial statements.



Net (Expenses) Revenues and Changes in Net Assets		
Governmental Activities	Business- Type Activities	Total
\$ (1,840,976)	\$ -	\$ (1,840,976)
(16,386,646)	-	(16,386,646)
(7,627,065)	-	(7,627,065)
(1,460,224)	-	(1,460,224)
(1,942,464)	-	(1,942,464)
(882,827)	-	(882,827)
(1,411,040)	-	(1,411,040)
(1,762,956)	-	(1,762,956)
(33,314,198)	-	(33,314,198)
-	(231,386)	(231,386)
-	(36,889)	(36,889)
-	(1,750,029)	(1,750,029)
-	(21,848)	(21,848)
-	11,954	11,954
-	(2,028,198)	(2,028,198)
(33,314,198)	(2,028,198)	(35,342,396)
33,483,212	-	33,483,212
639,602	-	639,602
3,502,469	310,313	3,812,782
3,729,057	457,032	4,186,089
867,053	21,094	888,147
(447,769)	447,769	-
161,167	-	161,167
41,934,791	1,236,208	43,170,999
8,620,593	(791,990)	7,828,603
75,739,773	114,063,355	189,803,128
\$ 84,360,366	\$ 113,271,365	\$ 197,631,731

## CITY OF CONCORD, NEW HAMPSHIRE

## GOVERNMENTAL FUNDS

## BALANCE SHEET

JUNE 30, 2007

	General	Capital Commons Garage	Nonmajor Governmental Funds	Total Governmental Funds
<b>ASSETS</b>				
Cash and short-term equivalents	\$ 19,213,547	\$ 2,894,973	\$ 28,126,473	\$ 50,234,993
Investments	780,986	-	8,904,688	9,685,674
Receivables:				
Property taxes	25,504,167	-	-	25,504,167
Accounts	106,584	-	70,078	176,662
Intergovernmental	29,478	-	-	29,478
Loans	-	-	796,887	796,887
Due from other funds	2,019,249	-	191,873	2,211,122
Inventory	185,953	-	-	185,953
Other assets	185,251	-	4,950	190,201
<b>TOTAL ASSETS</b>	<b>\$ 48,025,215</b>	<b>\$ 2,894,973</b>	<b>\$ 38,094,949</b>	<b>\$ 89,015,137</b>
<b>LIABILITIES AND FUND BALANCES</b>				
Liabilities:				
Accounts payable	\$ 497,216	\$ 885,902	\$ 1,815,508	\$ 3,198,626
Retainage payable	1,197	610,619	901,094	1,512,910
Other liabilities	562,459	-	862,477	1,424,936
Deferred revenues	25,848,992	-	796,887	26,645,879
Taxes collected in advance	15,381,886	-	-	15,381,886
Due to other funds	-	-	2,215,973	2,215,973
Due to other governments	9,219	-	-	9,219
<b>TOTAL LIABILITIES</b>	<b>42,300,969</b>	<b>1,496,521</b>	<b>6,591,939</b>	<b>50,389,429</b>
Fund Balances:				
Reserved for:				
Encumbrances	909,975	-	13,987	923,962
Inventory	185,953	-	-	185,953
Perpetual (nonexpendable) permanent funds	-	-	8,672,216	8,672,216
Tax stabilization	1,125,000	-	-	1,125,000
Miscellaneous	49,710	-	-	49,710
Unreserved:				
Undesignated, reported in:				
General fund	3,453,608	-	-	3,453,608
Special revenue funds	-	-	8,651,431	8,651,431
Capital project funds	-	1,398,452	13,508,041	14,906,493
Debt service	-	-	657,335	657,335
<b>TOTAL FUND BALANCES</b>	<b>5,724,246</b>	<b>1,398,452</b>	<b>31,503,010</b>	<b>38,625,708</b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>	<b>\$ 48,025,215</b>	<b>\$ 2,894,973</b>	<b>\$ 38,094,949</b>	<b>\$ 89,015,137</b>

See notes to financial statements.

## CITY OF CONCORD, NEW HAMPSHIRE

## GOVERNMENTAL FUNDS

## STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES

FOR THE YEAR ENDED JUNE 30, 2007

	<u>General</u>	<u>Capital Commons Garage</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
<b>Revenues:</b>				
Taxes	\$ 32,535,024	\$ -	\$ 608,657	\$ 33,143,681
Licenses and permits	1,020,239	-	-	1,020,239
Intergovernmental	2,036,831	-	825,619	2,862,450
Charges for services	4,250,085	-	2,388,440	6,638,525
Investment income	1,342,085	324,219	1,827,713	3,494,017
Contributions	-	-	2,860,705	2,860,705
Miscellaneous	1,025,798	-	656,846	1,682,644
Total Revenues	<u>42,210,062</u>	<u>324,219</u>	<u>9,167,980</u>	<u>51,702,261</u>
<b>Expenditures:</b>				
<b>Current:</b>				
General government	4,056,152	-	1,399,164	5,455,316
Public safety	17,809,725	-	310,657	18,120,382
General services	7,096,899	-	-	7,096,899
Planning and development	2,432,444	-	-	2,432,444
Leisure and information services	2,249,001	-	-	2,249,001
Human services	1,033,422	-	-	1,033,422
Employee benefits	555,182	-	-	555,182
Miscellaneous	1,279,285	316,067	167,604	1,762,956
<b>Debt service</b>				
Principal	3,436,351	-	638,900	4,075,251
Interest	916,467	-	329,061	1,245,528
<b>Capital outlay</b>	<u>-</u>	<u>9,354,193</u>	<u>14,886,529</u>	<u>24,240,722</u>
Total Expenditures	<u>40,864,928</u>	<u>9,670,260</u>	<u>17,731,915</u>	<u>68,267,103</u>
Excess (deficiency) of revenues over expenditures	1,345,134	(9,346,041)	(8,563,935)	(16,564,842)
<b>Other Financing Sources (Uses):</b>				
Issuance of debt	-	2,281,500	8,351,460	10,632,960
Bond premium	-	37,500	197,540	235,040
Transfers in	2,135,192	-	3,738,977	5,874,169
Transfers out	(4,875,416)	(200,000)	(1,246,522)	(6,321,938)
Total Other Financing Sources (Uses)	<u>(2,740,224)</u>	<u>2,119,000</u>	<u>11,041,455</u>	<u>10,420,231</u>
Net change in fund balance	(1,395,090)	(7,227,041)	2,477,520	(6,144,611)
Fund Balance, at Beginning of Year	<u>7,119,336</u>	<u>8,625,493</u>	<u>29,025,490</u>	<u>44,770,319</u>
Fund Balance, at End of Year	<u>\$ 5,724,246</u>	<u>\$ 1,398,452</u>	<u>\$ 31,503,010</u>	<u>\$ 38,625,708</u>

See notes to financial statements.



## CITY OF CONCORD, NEW HAMPSHIRE

STATEMENT OF REVENUES, EXPENDITURES, AND OTHER FINANCING SOURCES AND USES -  
BUDGET AND ACTUAL - GENERAL FUND - BUDGET BASIS

FOR THE YEAR ENDED JUNE 30, 2007

	Budgeted Amounts		Actual Amounts	Variance with Final Budget Positive (Negative)
	Original Budget	Final Budget		
<b>Revenues:</b>				
Taxes	\$ 32,860,002	\$ 32,860,002	\$ 32,694,358	\$ (165,644)
Licenses and permits	1,253,778	1,253,778	1,020,239	(233,539)
Intergovernmental	1,994,841	1,994,841	2,036,831	41,990
Charges for services	3,790,989	3,790,989	4,250,085	459,096
Investment income	1,360,000	1,360,000	1,342,085	(17,915)
Miscellaneous	644,178	994,178	1,025,798	31,620
Total Revenues	41,903,788	42,253,788	42,369,396	115,608
<b>Expenditures:</b>				
General government	4,257,755	4,257,755	4,001,564	256,191
Public safety	17,843,438	17,843,438	17,826,754	16,684
General services	7,287,205	7,287,205	7,137,679	149,526
Planning and development	2,702,880	2,702,880	2,415,747	287,133
Leisure and information services	2,257,630	2,257,630	2,240,437	17,193
Human services	1,080,920	1,080,920	1,033,422	47,498
Employee benefits	976,000	976,000	1,027,282	(51,282)
Debt service	4,376,000	4,376,000	4,352,818	23,182
Miscellaneous	943,990	1,293,990	1,272,199	21,791
Total Expenditures	41,725,818	42,075,818	41,307,902	767,916
<b>Other Financing Sources (Uses):</b>				
Transfers in	2,197,510	2,197,510	2,135,192	(62,318)
Transfers out	(3,550,480)	(4,850,480)	(4,875,416)	(24,936)
Budgetary use of fund balance	1,175,000	2,475,000	2,475,000	-
Total Other Financing Sources (Uses)	(177,970)	(177,970)	(265,224)	(87,254)
Excess of revenues and other financing sources over expenditures and other financing uses	\$ -	\$ -	\$ 796,270	\$ 796,270

See notes to financial statements.

## CITY OF CONCORD, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF NET ASSETS

JUNE 30, 2007

	Business-Type Activities Enterprise Funds			
	Water Fund	Sewer Fund	Nonmajor Funds	Total
<u>ASSETS</u>				
Current:				
Cash and short-term equivalents	\$ 4,010,738	\$ 4,240,673	\$ 1,099,562	\$ 9,350,973
User fees, net of allowance for uncollectibles	367,136	500,318	164,079	1,031,533
Intergovernmental receivables	-	136,962	-	136,962
Inventory	10,928	-	-	10,928
Other assets	7,638	-	54	7,692
Total current assets	4,396,440	4,877,953	1,263,695	10,538,088
Noncurrent:				
Intergovernmental	-	1,467,712	-	1,467,712
Capital assets:				
Land and construction in progress	1,436,153	7,169,457	390,188	8,995,798
Other capital assets, net of accumulated depreciation	63,436,172	56,880,576	1,601,304	121,918,052
Total noncurrent assets	64,872,325	65,517,745	1,991,492	132,381,562
<b>TOTAL ASSETS</b>	<b>69,268,765</b>	<b>70,395,698</b>	<b>3,255,187</b>	<b>142,919,650</b>
<u>LIABILITIES</u>				
Current:				
Accounts payable	177,932	157,456	174,117	509,505
Retainage payable	93,885	121,013	-	214,898
Accrued liabilities	152,880	198,229	16,555	367,664
Unearned revenue	-	-	26,907	26,907
Other current liabilities	5,369	13,567	-	18,936
Current portion of long-term liabilities:				
Bonds and loans payable	1,455,555	1,444,074	92,750	2,992,379
Compensated absences	62,462	50,049	27,993	140,504
Total current liabilities	1,948,083	1,984,388	338,322	4,270,793
Noncurrent:				
Bonds and loans payable, net of current portion	10,305,043	14,367,749	704,700	25,377,492
Total noncurrent liabilities	10,305,043	14,367,749	704,700	25,377,492
<b>TOTAL LIABILITIES</b>	<b>12,253,126</b>	<b>16,352,137</b>	<b>1,043,022</b>	<b>29,648,285</b>
<u>NET ASSETS</u>				
Invested in capital assets, net of related debt	53,111,727	49,533,559	1,224,860	103,870,146
Restricted for debt service	-	1,604,674	-	1,604,674
Unrestricted	3,903,912	2,905,328	987,305	7,796,545
<b>TOTAL NET ASSETS</b>	<b>\$ 57,015,639</b>	<b>\$ 54,043,561</b>	<b>\$ 2,212,165</b>	<b>\$ 113,271,365</b>

See notes to financial statements.

## CITY OF CONCORD, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND NET ASSETS

FOR THE YEAR ENDED JUNE 30, 2007

	Business-Type Activities Enterprise Funds			
	Water Fund	Sewer Fund	Nonmajor Funds	Total
<b>Operating Revenues:</b>				
Charges for services	\$ 4,960,980	\$ 5,580,448	\$ 3,228,133	\$ 13,769,561
Other	<u>9,119</u>	<u>9,047</u>	<u>2,928</u>	<u>21,094</u>
Total Operating Revenues	4,970,099	5,589,495	3,231,061	13,790,655
<b>Operating Expenses:</b>				
Operating expenses	2,797,666	3,435,076	4,816,399	11,049,141
Depreciation	<u>1,753,579</u>	<u>1,723,888</u>	<u>139,132</u>	<u>3,616,599</u>
Total Operating Expenses	<u>4,551,245</u>	<u>5,158,964</u>	<u>4,955,531</u>	<u>14,665,740</u>
Operating Income (Loss)	418,854	430,531	(1,724,470)	(875,085)
<b>Nonoperating Revenues (Expenses):</b>				
Investment income	214,623	223,174	19,235	457,032
Interest expense	(533,436)	(592,808)	(32,525)	(1,158,769)
Intergovernmental revenue	<u>-</u>	<u>337,063</u>	<u>-</u>	<u>337,063</u>
Total Nonoperating Revenues (Expenses), Net	<u>(318,813)</u>	<u>(32,571)</u>	<u>(13,290)</u>	<u>(364,674)</u>
Income (Loss) Before Transfers	100,041	397,960	(1,737,760)	(1,239,759)
<b>Transfers:</b>				
Transfers in	-	7,708	1,738,285	1,745,993
Transfers out	<u>(520,175)</u>	<u>(679,875)</u>	<u>(98,174)</u>	<u>(1,298,224)</u>
Change in Net Assets	(420,134)	(274,207)	(97,649)	(791,990)
Net Assets at Beginning of Year, as restated	<u>57,435,773</u>	<u>54,317,768</u>	<u>2,309,814</u>	<u>114,063,355</u>
Net Assets at End of Year	<u>\$ 57,015,639</u>	<u>\$ 54,043,561</u>	<u>\$ 2,212,165</u>	<u>\$ 113,271,365</u>

See notes to financial statements.



## CITY OF CONCORD, NEW HAMPSHIRE

## PROPRIETARY FUNDS

## STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2007

	Business-Type Activities Enterprise Funds			
	Water Fund	Sewer Fund	Nonmajor Funds	Total
<b><u>Cash Flows From Operating Activities:</u></b>				
Receipts from customers and users	\$ 4,964,048	\$ 5,606,354	\$ 3,396,538	\$ 13,966,940
Payments to vendors and employees	(3,254,526)	(3,719,676)	(4,798,971)	(11,773,173)
Net Cash Provided By (Used For) Operating Activities	1,709,522	1,886,678	(1,402,433)	2,193,767
<b><u>Cash Flows From Noncapital Financing Activities:</u></b>				
Intergovernmental revenue	-	337,063	-	337,063
Transfers in	-	7,708	1,738,285	1,745,993
Transfers out	(520,175)	(679,875)	(98,174)	(1,298,224)
Net Cash Provided by (Used For) Noncapital Financing Activities	(520,175)	(335,104)	1,640,111	784,832
<b><u>Cash Flows From Capital and Related Financing Activities:</u></b>				
Proceeds from issuance of bonds and notes	149,300	2,210,990	48,750	2,409,040
Principal payments on bonds and notes	(1,445,248)	(1,366,761)	(87,000)	(2,899,009)
Acquisition and construction of capital assets	(518,577)	(1,817,641)	(112,091)	(2,448,309)
Interest expense	(533,437)	(592,808)	(32,525)	(1,158,770)
Net Cash (Used For) Capital and Related Financing Activities	(2,347,962)	(1,566,220)	(182,866)	(4,097,048)
<b><u>Cash Flows From Investing Activities:</u></b>				
Investment income	214,623	223,174	19,235	457,032
Net Cash Provided by Investing Activities	214,623	223,174	19,235	457,032
Net Change in Cash and Short-Term Equivalents	(943,992)	208,528	74,047	(661,417)
Cash and Short-Term Equivalents, Beginning of Year	4,954,730	4,032,145	1,025,515	10,012,390
Cash and Short-Term Equivalents, End of Year	\$ 4,010,738	\$ 4,240,673	\$ 1,099,562	\$ 9,350,973
<b><u>Reconciliation of Operating Income (Loss) to Net Cash Provided by (Used For) Operating Activities:</u></b>				
Operating income (loss)	\$ 418,854	\$ 430,531	\$ (1,724,470)	\$ (875,085)
Adjustments to reconcile operating income (loss) to net cash provided by (used for) operating activities:				
Depreciation	1,753,579	1,723,888	139,132	3,616,599
Changes in assets and liabilities:				
User fees	(6,051)	16,859	160,192	171,000
Inventory	(2,402)	-	-	(2,402)
Other assets	6,920	(195,227)	9,931	(178,376)
Accounts payable	(296,841)	(99,419)	3,958	(392,302)
Compensated absences	(4,068)	(2,906)	85	(6,889)
Other liabilities	(160,469)	12,952	8,739	(138,778)
Net Cash Provided By (Used For) Operating Activities	\$ 1,709,522	\$ 1,886,678	\$ (1,402,433)	\$ 2,193,767

See notes to financial statements.

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## ORDINANCES

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### **Ordinances passed in FY2007:**

Deleted parking prohibited on the north side of Celtic Street from Rumford Street and Lyndon Street. Added parking on the south side of Celtic Street from Rumford Street and Lyndon Street.

Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking: Article 18-1, Stopping, Standing, and Parking; Section 18-1-8, Parking Time Limited in Designated Places, by deleting from Schedule III, the following: two hours (between the hours of 7:00 am and 6:00 pm, Monday through Friday) on the south side of Celtic Street from Rumford Street to Lyndon Street. Amended the Code of Ordinances, Title II, Traffic Code; Chapter 18, Parking: Article 18-1, Stopping, Standing, and Parking; Section 18-1-8, Parking Time Limited in Designated Places, by adding to Schedule III, the following: two hours (between the hours of 7:00 am and 6:00 pm, Monday through Friday) restricted on the north side of Celtic Street from Rumford Street and Lyndon Street.

Added yield right of ways on Emily Way and Amy Way (yield when traveling west); Emily Way and Ty Lane (yield when traveling west); Emily Way and Amy Way (yield when traveling east); Amy Way and Emily Way (yield when traveling south); Amy Way and Emily Way (yield when traveling north); Ty Lane and Emily Way (yield when traveling south); Ty Lane and Emily Way (yield when traveling north).

Added stop intersection on Lincoln Street at South Spring Street when traveling west.

Amend the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, The Zoning Map, by transferring or converting from a Single Family Residential (RS) District to a Medium Density Residential (RM) District, the area designated "RS to RM" on the map entitled, "Proposed Zoning – 61 Borough Road".

Amend the Code of Ordinances, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-6, Sign Regulations.

Added parking prohibited at all times on the north side of School Street from Rum Hill Road to 150 feet easterly. Added parking prohibited at all times on the west side of Rum Hill Road from School Street to 150 feet southerly.

Added parking prohibited at all times on the south side of Garden Street from Rumford Street to Huntington Street.

Amended the Personnel Class Specification Index by deleting Children's Services/Community Relation Manager and Adult Services Supervisor/Automation Coordinator. Amended the Personnel Class Specification Index by adding Children's Services Supervisor, Automation Coordinator and Adult Services Supervisor.

Amended Council Compensation.

Amended the Code of Ordinances, Title I, General Code; Chapter 14, Morals and Conduct; Article 14-2, Miscellaneous Police Regulations – Possession or Consumption of Alcoholic Beverages.

Adding four-way stops at Rumford and Penacook Streets, both directions; Penacook and Rumford Streets, both directions.

Limiting two hour parking (between the hours of 7:00 am and 6:00 pm, Monday through Friday) on the south side of Warren Street from Pine Street to Tahanto Street, parallel.

Added parking prohibited at all times on the south side of West Washington Street from Holt Street to Liberty Street.

Added parking prohibited at all times on both sides of Rum Hill Road from School Street to 150 feet and on both sides of School Street from Rum Hill Road to 150 feet. Limiting two hour parking (between the hours of 7:00 am and 6:00 pm, Monday through Friday) on both sides of School Street from 150 feet east of Rum Hill Road to 300 feet east of Rum Hill Road.

Amended the Personnel Class Specification Index by deleting the Community Development Director, Finance Director and Community Development Specialist. Amended the Personnel Class Specification Index by adding Deputy City Manager – Development, Deputy City Manager – Finance, Assistant for Special Projects and Grants and Projects Specialist.

Established a Municipal Housing Commission.

Amended Section 28-2-4(j), Table of Principal Uses, of the Zoning Ordinance by adding the Principal Use E-3, “Offices of healthcare practitioners including clinics and outpatient healthcare”, as a permitted use (“P”) in the Office Park Performance (OFP) District.

Amended the Code of Ordinance, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Article 28-4, Development Design Standards; and Article 28-5, Supplemental Standards.

Amended the Code of Ordinances, Title IV, Subdivision Code; Chapter 29.2, Public Capital Facilities Impact Fees Ordinance; Section 29.2-1-2, Assessment and Collection.

Added stop intersection at Old Suncook Road and Manchester Street when traveling south and at Old Suncook Road and the portion of Old Suncook Road connecting to Manchester Street when traveling east and west.

Adding stop intersection at Allison and South Street when traveling west.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization; Article 1-5, Fees, Fines and Penalties; Schedule 1, Fees; Chapter 5, Public Works; adding non-residential solid waste and recycling fees.



Amended the Code of Ordinances, Title I, General Code; Chapter 5, Public Works; Article 5-7, Solid Waste; adding non-residential collection and disposal of solid waste.

Amended the Code of Ordinance, Title IV, Zoning Code; Chapter 28, Zoning Ordinance; Article 28-2, Zoning Districts and Allowable Uses; Section 28-2-3, the Zoning Map.

Amended the speed limit to 25 mph on Ferrin Road from West Parish Road to terminus.

Added stop intersection at Samuel Drive and Little Pond Road (traveling north); Reserve Place and Timberline Drive (traveling East); Swan Circle and Shaker Road (traveling east); Taylor Lane and Amy Way (traveling east); Ty Lane and Taylor Lane (traveling north).

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, Article 1-5, Fees, Fines, and Penalties; Schedule I, Chapter 9, Water; adding Industrial Pretreatment Regulation Fees.

Amended the Code of Ordinances, Title I, General Code; Chapter 1, Government Organization, Article 1-5, Fees, Fines, and Penalties.

Amended the International Fire Code/2000.

Added new inspection fee to the Fire Prevention Code.

Added parking prohibited at all times on the south/west side of Conant Drive from Springfield Street to Winant Street.

Amended the Code of Ordinances, Title V, Administrative Code; Chapter 31, Purchasing and Contract Procedure; Article 31-1, Purchasing Procedure.

Amended the Sewer-Use Rates.

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## Government

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June 1849	Concord Charter adopted by State
March 1853	City Charter Adopted (Partisan Elections)
April 1911	Non Partisan Elections
January 1950	Council-Manager form of government Council-Manager 4071 Votes Mayor-Aldermen 1335 Votes
January 1958	Mayor-Aldermen form of government Council-Manager 2974 Votes Mayor-Aldermen 2979 Votes
January 1968 -Present	Council-Manager form of government Council-Manager 3449 Votes Mayor-Aldermen 2737 Votes

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## COMMUNITY CALENDAR

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**JANUARY** - Tax payment due · Christmas trees may be disposed of at White Farm on Clinton St. through Jan. 31  
· White Park Winter Carnival · Outdoor ice skating at Merrill and White Parks

**FEBRUARY** - Little League Signups · Special February Vacation Week Recreation Activities · Tax abatement application due by Mar 1

**MARCH** - Tax payment due · Remove artificial flowers from cemeteries by April 1

**APRIL** - Youth football signup · Dog license renewals · National Library Week and book sale · Beaver Meadow Golf Course opens · Spring vacation week library programs · April Vacation Week Recreation Programs

**MAY** - Fall Youth soccer signup begins · Kiwanis Trade Fair at Everett Arena · Summer Recreation brochures available · Annual Memorial Day Parade · July and October Tax bills mailed · The Friends Program launches its Annual Friends finding Friends Program on May 2

**JUNE** - Budget hearings · Tuesday and first Friday evening summer music series begin · Library Summer Reading Club · Household Hazardous Collection Day · Annual Police/Fire Parade · Quarry Dog Games begin

**JULY** – Tax payment due · July 4th fireworks display at Memorial Field · Downtown Market Days · Recreation programs-day camp programs, tennis, soccer, horseback riding camps, swim lessons, etc. · Summer Ice Skating Everett Arena

**AUGUST** - Summer Music Series Ends · Youth hockey signup · Capital Criterium Bike Race · Summer Reading Club party · Deadline to sign up for fall soccer · National Night Out

**SEPTEMBER** - Family story time begins at the Library

**OCTOBER** - Tax payment due · Youth basketball signup · Leaf pick up begins · Halloween observed on the 30<sup>th</sup> in Penacook and the 31<sup>st</sup> in Concord · Halloween Howl

**NOVEMBER** - Municipal elections · Tax Abatement applications available · General Election · Holiday Parade · Christmas Tree Lighting Ceremony · Golf course closes · Artificial flowers may be placed in cemeteries · Tax Rate Set · January and March tax bills mailed

**DECEMBER** - Midnight Merriment · Winter Vacation Week Recreation Programs · Annual Ski & Skate Sale







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New Hampshire State Library



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